



# Great Southern Development Commission

Annual Report 2024-25



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This report is available in alternative formats on request. We encourage readers to access the report online through our [website](#) and to use recycled paper if printing a copy. The online annual report is in PDF format.

Cover image: Wild Gravel Event, Patrick Boere





## Welcome

Welcome to the **Great Southern Development Commission (GSDC)**  
**2024-25 Annual Report.**

Our Annual Report outlines who we are, what we do, and how we work to develop the Great Southern region.

With this report, we aim to provide a transparent overview of our activities over the last 12 months for Parliament, the Minister for Regional Development and Minister for the Great Southern, and all stakeholders both inside and outside of the Great Southern region.

Shelly Beach, Albany  
Dylan Alcock



## Acknowledgement of Country

*Ngala kattidj nidja Noongar moort boodja wer gorah-gorah wer yy-i wer mila.*

*Ngala koort-kwab nidja boodja-k wer kattidj netingar wer bee-dee-eer wer gorah-gorah wer yy-i wer mila.*

We acknowledge this is Noongar peoples' country from long, long ago to now to the future.

We are happy to be on this country and acknowledge ancestors and elders from long, long ago to now to the future.

---

The Board and employees of the Great Southern Development Commission acknowledge the traditional custodians of the lands upon which we operate: the Menang, Kaneang, Goreng, Wudjari, and Wilman Noongar peoples.

We acknowledge their continuing connection to the lands, waters, and sky, and celebrate their over 65,000 years of life on this land.

We pay our respects to Elders past, present, and emerging.





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# Statement of Compliance

For the year ended 30 June 2025

## Hon. Stephen Dawson MLC

Minister for Regional Development; Ports; Science and Innovation; Medical Research; Kimberley

In accordance with section 63 of the *Financial Management Act 2006*, we hereby submit for your information and presentation to Parliament, the Annual Report of the Great Southern Development Commission for the financial year ended 30 June 2025.

In the performance of its functions, the Commission complies with all relevant written laws including but not limited to:

- *Regional Development Commissions Act 1993*
- *Corruption, Crime and Misconduct Act 2003*
- *Disability Services Act 1993*
- *Equal Opportunity Act 1984*
- *Financial Management Act 2006*
- *Freedom of Information Act 1992*
- *Industrial Relations Act 1979*
- *Minimum Conditions of Employment Act 1993*
- *Work Health and Safety Act 2020*
- *Procurement Act 2020*
- *Public Interest Disclosure Act 2003*
- *Public Sector Management Act 1994*
- *Royalties for Regions Act 2009*
- *Salaries and Allowances Act 1975*
- *State Records Act 2000*
- *State Supply Commission Act 1991*

In the financial administration of the Commission, we have complied with the requirements of the *Financial Management Act 2006* and every other relevant written law. We have exercised controls which provide reasonable assurance that the receipt and expenditure of moneys, and the acquisition and disposal of public property and incurring of liabilities have been in accordance with legislative provisions.

At the date of signing, we are not aware of any circumstances which would render the particulars in this statement misleading or inaccurate.



Ricky Burges  
Chair  
26 August 2025



Natasha Monks  
Chief Executive Officer  
26 August 2025







# A Message from the Chair and Chief Executive Officer



Throughout 2024–25, the Commission continued to pursue our goal of sustainable economic development with lasting prosperity for the Great Southern. This year our work has been defined by collaboration, innovation, and a commitment to long-term, place-based solutions impacting the lives and livelihoods of our communities, and the state's diversified economy.

At the heart of regional development is partnership. This year, the 9 Regional Development Commissions across Western Australia demonstrated the impact of unified action under the Regional Development Framework. Together, we tackled shared challenges, proving that collaboration amplifies impact and accelerates outcomes.

A clear example of our collaborative partnership approach is the completion of the Great Southern Worker Housing Strategy 2025, developed with all 11 local governments in the region. Addressing workforce housing is essential to sustaining services, attracting skills, and enabling economic growth. With planning now complete, our focus shifts to supporting local governments with their ambitions for implementation - turning strategy into action where it's needed most.

We also continued to support local innovation and enterprise through the Regional Economic Development (RED) Grants Program, which provided over \$1.1 million in funding to 9 Great Southern projects in Round 7. From expanding regional veterinary services to renovating worker accommodation in Gnowangerup, these investments reflect a commitment to local ideas that create jobs, build capability, and grow resilient industries.

Our long-term investment in export growth and industry partnerships is producing tangible results. The Great Southern's global reputation continues to grow, in part supported by the GSDC's TradeStart program. In 2024–25, we delivered dynamic inbound and outbound trade missions focused on premium food, fine wine, and boutique beverages. These missions connected local producers with international buyers across Greater China, Southeast Asia, and the UK, opening doors to new markets, strengthening existing relationships, and delivering real trade outcomes. Beyond exports, international demand for Great Southern products affirms our region's provenance, quality, and authenticity - building our brand and driving economic momentum.

The Albany 2050 Waterfront Master Plan reflects our long-term, collaborative vision for growth. In 2024–25, we progressed to community consultation, with a focus on precinct activation. Backed by support from government, industry, Aboriginal stakeholders and the community, we are shaping a vibrant, inclusive and economically significant waterfront. This work lays the foundation for future investment - honouring Albany's heritage while embracing its future.

*"I'm deeply grateful to the GSDC team for their dedication, and to Jarrod Gardner for stepping in with strength and integrity during my secondment. Thank you to Minister Dawson and Minister Whitby - your shared advocacy gives us real momentum, and we're excited about what this means for the Great Southern's future. I also extend my sincere thanks to our Board for their grounded and thoughtful direction."*

– Natasha Monks, Chief Executive Officer, GSDC



In a changing climate, resilience is both environmental and economic. With completion of the Coastal Drought Resilience Plan and progress on implementation of the Inland Plan, we are working to future-proof vital regional industries. Investments in water security, planning and targeted grant funding will help to position the Great Southern as a leader in climate-adaptive agriculture, attracting investment and helping farming communities thrive.

Inclusive regional development is central to our approach, and the Aboriginal Business Capability Building Program, delivered in partnership with the Albany Business Centre, reflects this. This culturally safe, place-based initiative has sparked new businesses, strengthened networks, and empowered Aboriginal entrepreneurs. Now in its second stage, the program builds on genuine relationships and powerful learnings, unlocking innovation, cultural knowledge, and business acumen that enrich our entire economy.

Despite global economic and geopolitical headwinds, the Great Southern continues its upward trajectory, with growth evident across multiple sectors. High-profile events like the revitalised Taste Great Southern festival are attracting new audiences, while major infrastructure projects such as the Albany Artificial Surf Reef, signal long-term confidence in the region's future.

*"Working closely with Jarrad Gardner during the CEO's secondment was a rewarding experience, and I thank him for his partnership. I also want to acknowledge former Minister for Regional Development the Hon. Don Punch MLA, our dedicated Board Members, and warmly welcome back Natasha Monks - I look forward to continuing our shared work in steering the region toward a bold and prosperous future."*

– Ricky Burges PSM, Chair, GSDC Board of Management

We extend our deepest appreciation to the Hon. Don Punch MLA for his unwavering support throughout his tenure as Minister for Regional Development. We warmly welcome the Hon. Stephen Dawson MLC and recognise his leadership, vision, and genuine commitment to the Regional Development Portfolio. We also acknowledge the Hon. Reece Whitby MLA as Minister for Great Southern, whose advocacy and thoughtful engagement continues to elevate our region.

Our profound thanks go to the GSDC Board for their wisdom and strategic guidance, to our exceptional team for their relentless dedication, and to our many stakeholders and regional partners whose collaboration transforms possibility into reality. Together, we are building a stronger Great Southern and creating a model for what regional development can achieve when vision meets determination.



Ricky Burges PSM  
Chair, GSDC Board of Management



Natasha Monks  
Chief Executive Officer, GSDC



# Overview

Pink lakes and Stirling Range  
Humble Art Photography

## Our region

The Great Southern is one of 9 regions in Western Australia, featuring 250 km of the Southern Ocean coastline and extending 200 km inland. The landscape is characterised by dramatic coast in the south, ancient mountain ranges, towering forest, and fertile agricultural lands producing world-class premium food and wine.



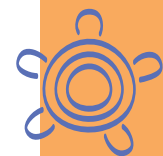
**39,000 km<sup>2</sup>**



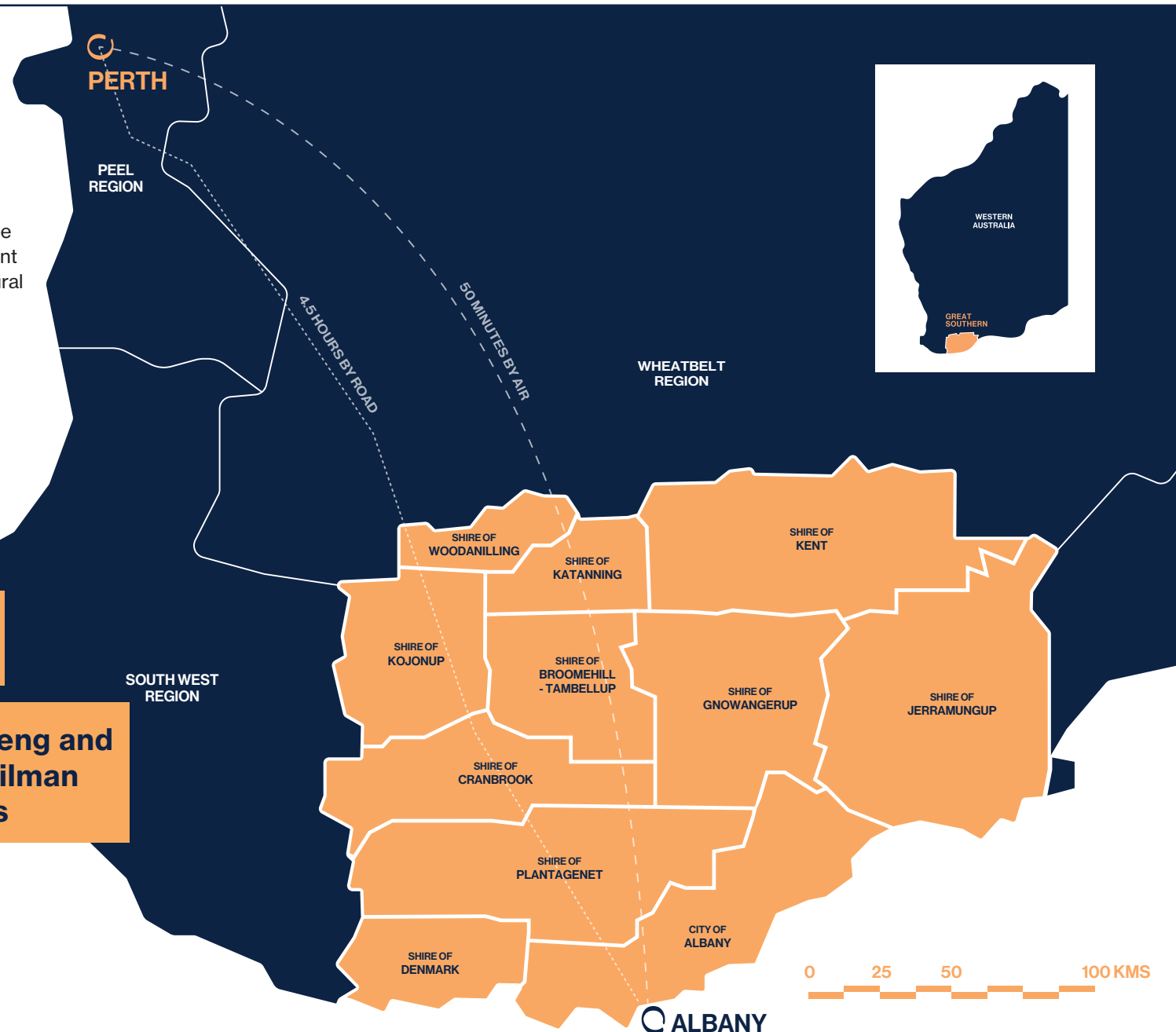
**250 km coastline**



**11 local governments**

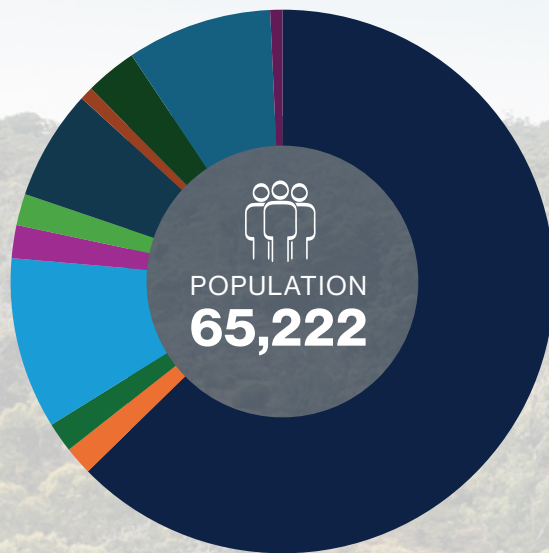


**Menang, Kaneang, Goreng and parts of Wudjari and Wilman Noongar peoples' lands**





# Great Southern Snapshot



Albany	38,763
Broomehill-Tambellup	1,046
Cranbrook	1,100
Denmark	6,310
Gnowangerup	1,215
Jerramungup	1,160
Katanning	4,057
Kent	491
Kojonup	1,901
Plantagenet	5,338
Woodanilling	448



INDIGENOUS  
POPULATION  
**4%**



BORN OVERSEAS  
**26%**



AVERAGE AGE  
**45 YEARS**



JOB  
**26,889**



UNEMPLOYMENT  
**2.1%**



BUSINESSES  
**7,279**



AVERAGE ANNUAL VISITORS  
**840,000**



## MAJOR INDUSTRY OUTPUTS

AGRICULTURE - **\$2.6 B**  
MANUFACTURING - **\$1.6 B**  
CONSTRUCTION - **\$1.5 B**



## MAJOR EMPLOYERS

AGRICULTURE, FORESTRY & FISHING - **16%**  
HEALTHCARE & SOCIAL ASSISTANCE - **15%**  
EDUCATION & TRAINING - **10%**



GROSS REGIONAL  
PRODUCT  
**\$5.8 B**

## Who we are

Founded in 1994 under the [Regional Development Commissions Act 1993](#), the Great Southern Development Commission is a statutory authority of the Western Australian Government, one of 9 such agencies serving different regions. Reporting to the Minister for Regional Development, the GSDC is led by a Chief Executive Officer and team based in the Great Southern, overseen by a Board of Management with community, local government, and ministerial representatives.

## What we do

Our purpose is to drive sustainable economic and social development across the Great Southern region, making it an exceptional place to live, work, invest, and do business.

We achieve this through strategic partnerships with all levels of government, community organisations, businesses, and industry leaders. As the region's key connectors, advocates, and development catalysts, we identify opportunities, remove barriers, and support transformative projects that create lasting prosperity for our communities.

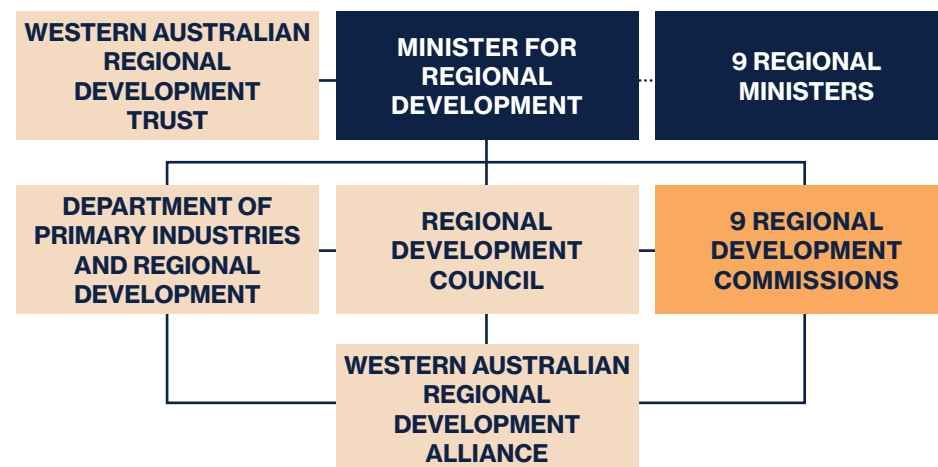
## Enabling Legislation

Our objectives, as set out in the *Regional Development Commissions Act 1993*, are to:

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

## The Regional Development Portfolio

The Regional Development Portfolio, comprising of the agencies shown below, works to support government goals and regional development across the state. It connects government priorities with regional needs, advocates for regional economies, and builds strong relationships across government, industry, and communities. Guided by the [Regional Development Framework](#), the Portfolio focuses on 5 key priorities (see page 16) to drive positive outcomes for WA's regional communities.





# *Our vision*

*Sustainable economic development with lasting prosperity for the Great Southern region and its communities.*

*The Commission is driving this change by strategically and sustainably building on the region's comparative advantages and knowhow.*

## **Our values**

### **Leadership**

We are 'thought leaders', understanding the Great Southern's potential and striving to achieve it.

### **Empowerment**

We advocate for our region, and work alongside our stakeholders to achieve the aligned purpose of regional prosperity.

### **Agility**

We are flexible, responsive, focused and resilient.

### **Knowledge**

We hold deep knowledge of our region and distil insights that we share with the community, industry, and government.

### **Relationships**

We actively build meaningful relationships with our stakeholders.

### **Integrity**

We are honest, transparent, and accountable for our actions.



## How we work

To drive sustainable economic development across the Great Southern, we operate through 4 integrated approaches that reflect our adaptive and responsive role in regional growth. These principles guide every initiative, ensuring we remain effective in creating lasting impact for our communities.



### CONNECT

We bridge opportunities with access, linking our region's people, businesses and communities to essential services, funding and markets.



### CULTIVATE

We foster an environment where development, investment and job creation flourish. By identifying opportunities and removing growth barriers, we work with businesses to expand operations, attract new enterprises and support innovative ventures that become future economic drivers.



### COLLABORATE

We build strategic partnerships that amplify impact and keep us ahead of challenges and opportunities. Through collaboration with government, industry and community stakeholders, we create shared knowledge and coordinated action that enable swift responses to trends, and comprehensive regional solutions.



### CHAMPION

We advocate for our region's unique strengths, celebrating achievements and promoting potential to broader audiences. As regional ambassadors, we showcase the Great Southern's assets and success stories while ensuring our voice is heard in policy discussions that shape our economic future.



# Our Strategic Priorities

In alignment with the [WA Regional Development Framework's](#) strategic focus areas, the Commission has 5 key strategic priorities.



## 1. Regional Liveability

*We aim to make the region a preferred place to live, work, study and invest.*



## 2. Economic Development, Diversification and Innovation

*We aim to grow sustainable regional jobs, expand existing industry, grow new industry, and maintain and improve essential infrastructure and services.*



## 3. Climate Resilience and Low Carbon Transition

*We aim to promote readiness and resilience for a changing climate, and support the emerging low carbon economy.*



## 4. Aboriginal Empowerment and Prosperity

*We aim to strengthen the Great Southern by empowering Aboriginal communities to determine their own path to health and prosperity.*



## 5. Organisational Excellence

*We aim to lead with integrity and professionalism, maintain a region-wide focus, be strategic and effective, and use well-developed evidence to advocate for the region.*

Follow the QR code to read more about our strategic priorities in the [GSDC Strategic Plan 2024-25](#).



# Performance Management Framework

## Outcome based management

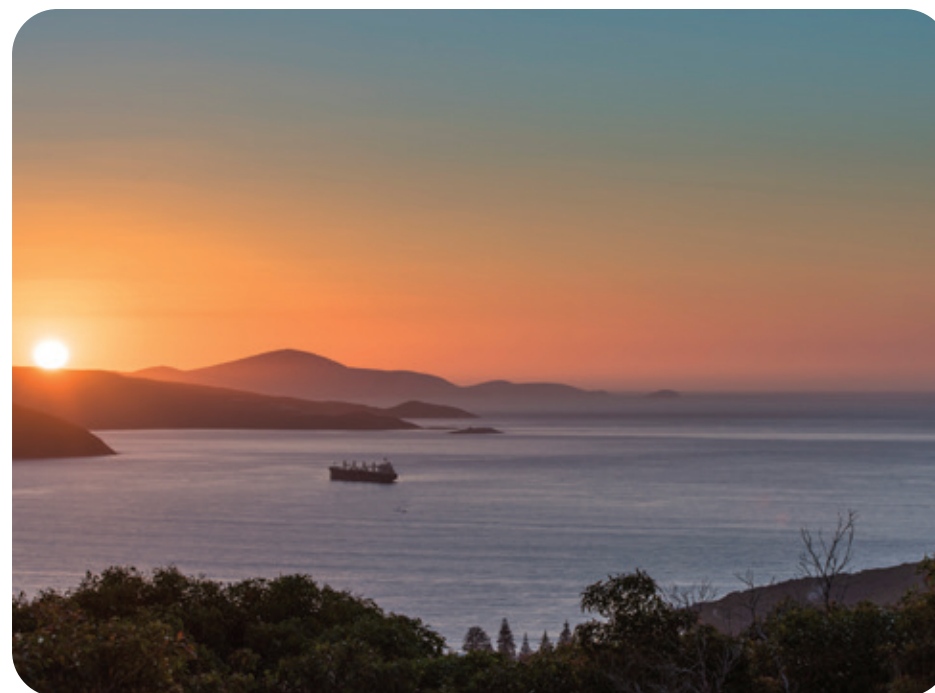
The GSDC operates under the *Regional Development Commissions Act 1993*, which outlines the objectives of coordinating and promoting regional development in Western Australia. The Commission supports broad government goals by delivering services that achieve specific outcomes, as shown in the table below. Regional Development Commissions report on one service area – regional development – and measure effectiveness through an independent stakeholder perceptions survey. This key effectiveness indicator assesses the impact of services on achieving desired outcomes, while the key efficiency indicator tracks the relationship between service delivery and resource use (see full results on page 77).

In the year 2024-25, there were no changes to the GSDC's outcome based management.

<b>Government goals</b>	<p><b>WA Jobs Plan:</b> Diversifying the WA economy, creating local jobs for the future.</p> <p><b>Safe, Strong, and Fair Communities:</b> Supporting our local regional communities to thrive.</p>
<b>Related GSDC Strategic Priorities</b>	<p>Regional Liveability</p> <p>Economic Development, Diversification and Innovation</p> <p>Climate Resilience and Low Carbon Transition</p> <p>Aboriginal Empowerment and Prosperity</p>
<b>Outcome</b>	The sustainable development of our region's natural and built environment for the wellbeing of all
<b>Service</b>	Regional development
<b>Key effectiveness indicator</b>	Stakeholder satisfaction as determined by external survey
<b>Key efficiency indicator</b>	Average operational costs per working hour

## Shared responsibilities with other agencies

We share responsibility for achieving government goals with the Department of Primary Industries and Regional Development (DPIRD), which provides most of the Commission's resources and services, including finance, payroll, HR, and learning under a Service Level Agreement. In addition, we partner with all 11 Great Southern local authorities, as well as state, Commonwealth, and regional organisations, to enhance the region.



King George Sound, Albany



## Responsible Ministers

The GSDC reports to the **Hon. Stephen Dawson MLC**, Minister for Regional Development; Ports; Science and Innovation; Medical Research; Kimberley. The Minister for Regional Development has the power to direct the Commission either generally or with respect to a particular matter, on the exercise and performance of its powers, functions and duties under the *Regional Development Commissions Act 1993*.

Prior to this appointment, the Commission reported to the **Hon. Don Punch MLA**, who served as Minister for Regional Development, before being re-elected to Parliament as Minister for Aboriginal Affairs; Water; Climate Resilience; South West.

Following the March 2025 State Election, the Western Australian Government introduced a new approach to strengthen regional representation by appointing dedicated Ministers for each region. The **Hon. Reece Whitby MLA** was appointed **Minister for Great Southern**, supporting stronger advocacy for local priorities within government.



**Hon. Stephen Dawson MLC**

**Minister for Regional Development;  
Ports; Science and Innovation;  
Medical Research; Kimberley**

19 March 2025 - current



**Hon. Reece Whitby MLA**

**Minister for Police; Road Safety;  
Tourism; Great Southern**

19 March 2025 - current



**Hon. Don Punch MLA**

**Minister for Regional Development;  
Disability Services; Fisheries;  
Seniors and Ageing; Volunteering**

8 June 2023 – 19 March 2025

## Our Board

The GSDC Board of Management provides strategic leadership and governance oversight, ensuring we deliver on our vision and regional development goals. Meeting regularly throughout the year, the Board sets policy direction, approves budgets and major expenditure, and provides expert advice to the Minister on regional matters. Through their diverse expertise and commitment to the Great Southern, Board members guide our strategic priorities and ensure accountability in our operations.



### Chair Ricky Burges PSM

#### Ministerial representative appointed August 2023

Ricky Burges is the Executive Manager of Corporate Services at Albany Community Care, with extensive CEO experience in organisations like the Perth Zoological Gardens and the Western Australian Local Government Association. Holding a Masters in Leadership and Management, a Postgraduate Diploma in Human Resource Development, a diploma from the Australian Institute of Company Directors, and a prestigious Public Service Medal in the Queen's Birthday Honours, Ricky contributes a wealth of expertise to the Board.



### Deputy Chair Annie Roberts

#### Community representative appointed April 2019, appointed Deputy Chair November 2020

Annie Roberts is Australia Post's Postal Manager, Regional and Rural Post Office Network. Through Australia Post, Annie has taken up roles as a small business champion, community advocate and supporter of traineeships for diversity and Aboriginal students. She is president of the Australia Postal Institute Albany branch, and has supported Albany Headspace and networking group Great Southern Women.



### Liz Guidera

#### Local government representative appointed November 2020

Councillor Liz Guidera, Deputy President of the Shire of Katanning, has experience in community health, event management, and volunteer involvement with rural youth, community sports, and land care. She has served on various boards in regional WA, and is currently Chair of Regional Development Australia – Great Southern.





### **Robbie Minter OAM**

#### **Local government representative appointed September 2022**

Robbie Minter, a proud Goreng man from Gnowangerup, is Chair of the Gnowangerup Aboriginal Corporation and a Councillor for the Shire of Gnowangerup. He has extensive experience working in regional communities, provides cultural awareness training, is a community mentor, and received an Order of Australia medal for his work with Aboriginal communities across WA.



### **James Leiper**

#### **Community representative appointed February 2024**

James Leiper is the Executive Officer for the Albany Community Foundation. James has a background in civil and structural engineering, complemented by strong regional networks, experience as a local small business owner, and active leadership through his involvement on several local boards.



### **Natasha Monks**

#### **Ex officio, Chief Executive Officer , GSDC**

Natasha Monks has served as CEO of the GSDC since February 2021. With 2 decades of experience spanning industry development, international trade and investment facilitation, she brings valuable insights to regional economic diversification across tourism, agribusiness, health, innovation and energy transition sectors. Her leadership background encompasses executive roles across public and private sectors in Australia, Southeast Asia and the Americas. During 2023-2025, through secondment, Natasha established the WA Government's investment and trade hub for the Americas region, further broadening her understanding of global markets and their applications to regional development challenges.

## Retiring Board Members

### Jarrad Gardner

**Former Ex officio, Deputy Chief Executive Officer/  
Director Regional Development, GSDC**

Jarrad Gardner is the Deputy CEO/Director Regional Development of the GSDC. Jarrad has extensive experience in state government across the energy, water, housing, forestry and land development sectors. Jarrad formally worked in the Department of Treasury, with key involvement in the implementation of major government initiatives, policies and industry sector reforms. Jarrad served as the Acting CEO and ex officio board member from June 2023 to March 2025.

### Darren Moir

**Former Ministerial representative appointed  
June 2021 - retiring March 2025**

Darren Moir is the Director and Manager of a farming business in the Amelup district in the Shire of Gnowangerup. He has a long history of involvement in sporting and volunteer service organisations within the district. Darren's experience includes membership or Board membership of industry groups including Stirlings to Coast Farmers and the WA Producers Co-op.

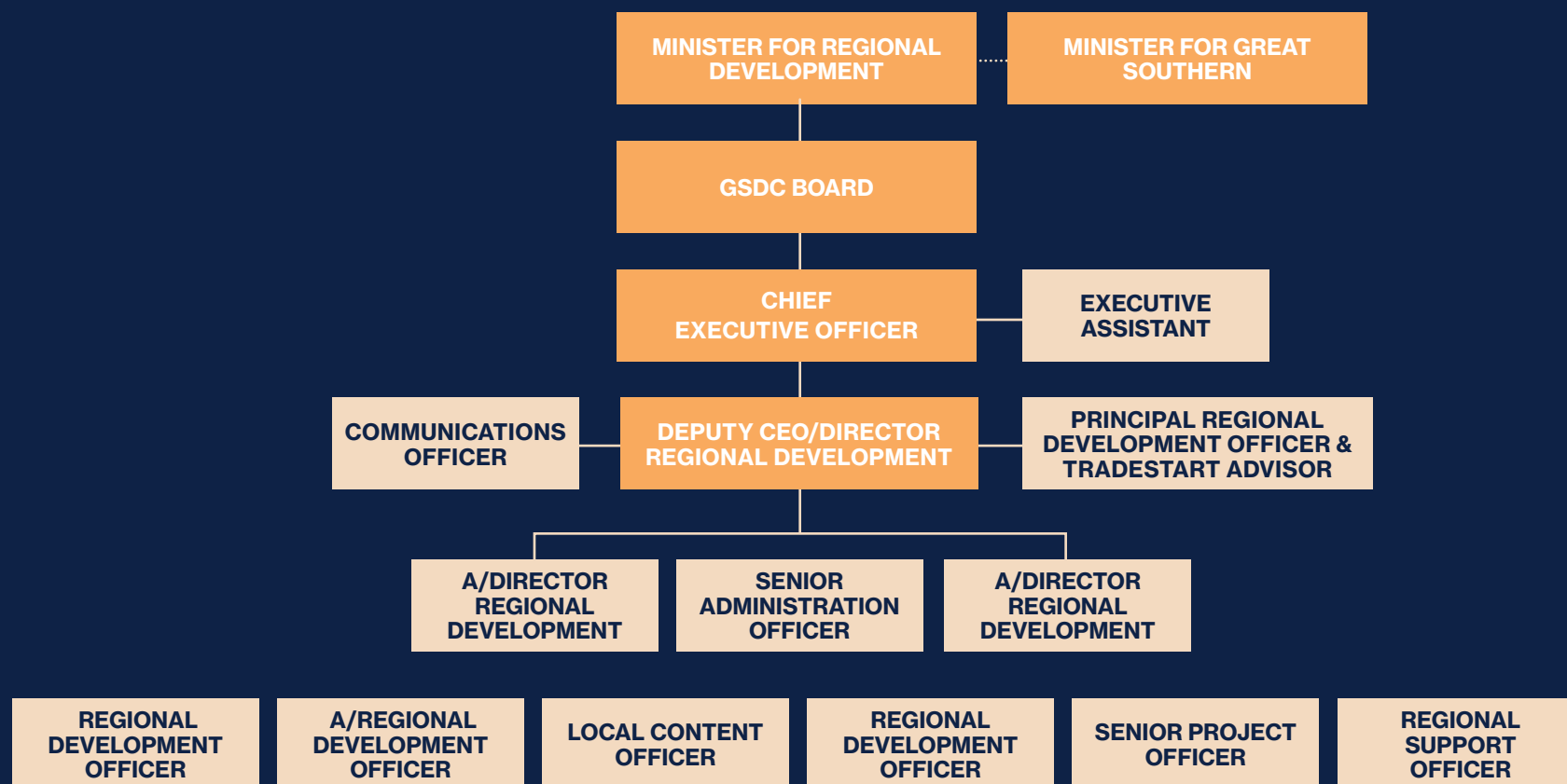


Albany Artificial Surf Reef being built

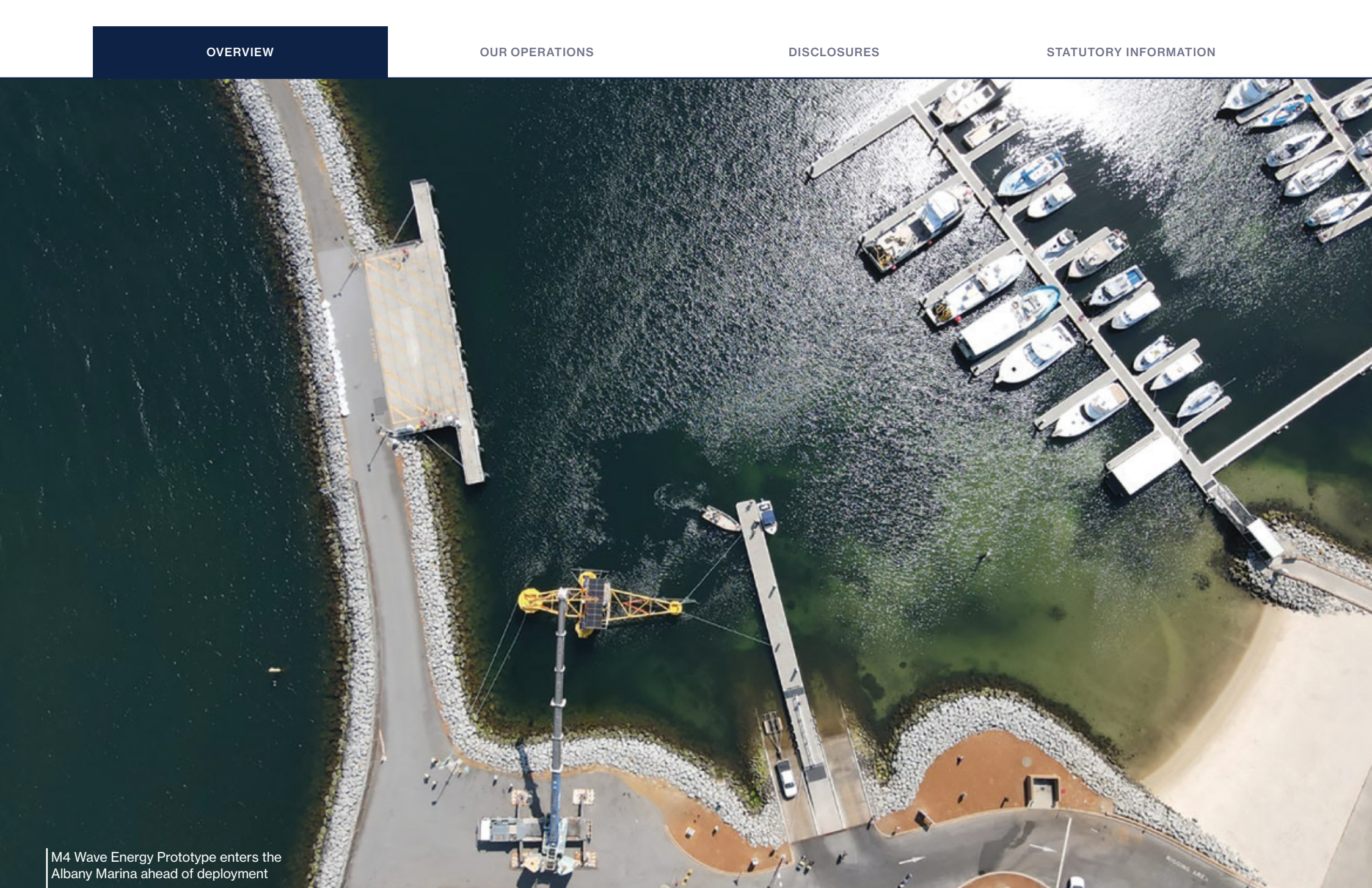


## Our structure

The GSDC Chief Executive Officer is an ex officio member of the GSDC Board, and an employee of the Commission. All other staff are employees of DPIRD, with management authority delegated to the CEO under a Section 29 Agreement. The team are based in the GSDC office in Albany, and travel throughout the Great Southern region.



At 30 June 2025

An aerial photograph showing a large yellow and blue crane on a barge or pier, lifting a yellow and blue wave energy prototype. The prototype is a rectangular structure with a central tower and solar panels. It is being moved through a narrow channel of water, bordered by a rocky breakwater. In the background, a marina with several boats docked is visible. The water is dark blue, and the sky is clear.

M4 Wave Energy Prototype enters the Albany Marina ahead of deployment



# Our Operations

Stirling Range / Koi Kyenunu-ruff

## A snapshot of our year

**'Wander with the Wild'** destination brand launched, showcasing our region's unique natural experiences

**45 international buyers from 13 countries** participated in 4 inbound food and wine trade missions

Strategic planning commenced for **Albany Waterfront precinct** future development

**Nearly 500 hours** invested in staff training and professional development

**Aboriginal Business Capability Building Program** launched in its foundational year

**Taste Great Southern event** successfully reinvigorated under new management

**350 participants** celebrated the inaugural Wild Gravel event

**2 premium wine trade missions** to Thailand and Singapore expanded our international market reach

**\$1.1 million** in Regional Economic Development Grant funding distributed to local projects

**Targeted buyer matching event** connected local trades and maintenance businesses with opportunities

**Coastal drought resilience planning** initiated to protect our region's future

**Bronze Winner** at W.S. Lonnie Awards for Excellence in Annual Reporting

**86% client effectiveness rating** achieved across our service delivery

**Inland Great Southern Regional Drought Resilience Plan** successfully implemented





## Regional Liveability

**We aim to make the region a preferred place to live, work, study and invest.**

Creating thriving communities where people choose to build their futures is fundamental to our region's economic success. We recognise that sustainable prosperity requires more than jobs and investment - it demands places where families flourish, talent is retained, and communities are resilient.

Our approach to regional liveability links quality of life with economic growth. By investing in social, cultural and community infrastructure, we attract and retain talent, support thriving businesses, and strengthen the region's appeal. Through partnerships and evidence-based advocacy, we ensure local voices shape services and infrastructure. This place-based focus positions liveability as a key driver of the Great Southern's long-term competitiveness.



Katanning Harmony Festival  
Shire of Katanning

## Our activities

Enhancing regional liveability remained central to our work this year, with focused efforts on housing solutions, strategic planning for transformational projects, and fostering community connections through inclusive events. These initiatives demonstrate our commitment to creating environments where residents thrive and visitors are inspired to return or relocate.

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Collaborated with **all 11 local governments** to develop a comprehensive strategy addressing regional housing challenges

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Championed **regional festivals and events** across the Great Southern through targeted sponsorship, strategic promotion and innovative concept development

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Led comprehensive **master planning for the Albany waterfront** to establish a shared community vision for revitalising this underutilised precinct

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Enhanced **community projects** regionwide through strategic small grants and expert guidance on funding opportunities and project development

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Delivered comprehensive **socio-economic benefit analysis for Albany Airport upgrades** to inform infrastructure investment decisions

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Successfully advocated for the **Katanning Early Learning Hub**, helping to secure an additional **\$1.6 million** in state government funding during 2024

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Facilitated collaboration within the **Albany 2026 Working Group** to ensure WA's first bicentenary celebrations honour all community perspectives and cultural sensitivities

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Enabled the **Perth Glory Football Club 2024 Albany program** to bring A-League football to our region, enhancing sporting and cultural opportunities for residents

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## Albany Airport

### *Strengthening pathways to and from the Great Southern*

Albany Airport represents a critical economic and social infrastructure asset, facilitating over 60,000 passenger movements annually, and serving as the primary aviation gateway connecting our region to Perth and beyond. This essential facility underpins regional needs spanning FIFO workforce mobility, patient transport, general aviation, emergency response capabilities, commercial freight operations, business connectivity, and tourism access.

With the main runway approaching end-of-life status, our strategic collaboration with regional partners during 2024-25 delivered comprehensive assessment of infrastructure upgrade benefits and opportunities. Strengthened by state and federal funding partnerships, the enhancement program will optimise both economic returns and social outcomes for our communities.

These strategic improvements will strengthen regional liveability through enhanced connectivity, increased tourism accessibility, and expanded employment opportunities in the FIFO sector, positioning Albany Airport as a catalyst for sustained regional growth and community resilience.

## Regional Events

### *A vibrant and varied events calendar*

Our commitment to fostering community connections continued throughout 2024-25, recognising that diverse cultural expressions, entertainment and celebration are fundamental drivers of regional liveability and visitor economy growth. Strategic event support creates shared experiences that strengthen community identity while attracting external participation and investment.

Through targeted sponsorship, strategic funding, promotional partnerships and active patronage, we supported an extensive portfolio of Great Southern events that showcase our region's cultural diversity and creative capacity.



The Huxleys perform at Albany Town Hall as a part of the Albany Pride 2025 Festival

Our support encompassed community celebrations including the Katanning Harmony Festival and Albany Pride, knowledge-sharing initiatives such as the Climate, Nature and Regional Growth Forum, signature culinary experiences like Taste Great Southern, and innovative new offerings including the inaugural Wild Gravel event.

This comprehensive approach extended to championing Aboriginal-led cultural initiatives (see page 46) and facilitating new event development through our Tourism and Trade partnership (see page 34), ensuring our events calendar reflects the full spectrum of our region's identity and aspirations.

Follow the QR code below to watch a video of the [Wild Gravel 2024](#) event.



## Housing

### *Strategic action on regional housing*

We led the development of the Great Southern Worker Accommodation Strategy 2025 through collaboration with all 11 local governments. This evidence-based framework establishes solutions including adaptive reuse, strategic infill development, and targeted new construction. Our ongoing implementation support involves regional working group facilitation and delivery plan coordination.

Complementing this strategic approach, we contributed to practical housing solutions including the Hardie Road Urban Renewal Project in Spencer Park, which will deliver diverse affordable, social and worker housing options. These coordinated initiatives demonstrate our commitment to treating housing as essential economic infrastructure that underpins both regional competitiveness and community resilience.

## Small Grants Program

### *Supporting grass-roots projects*

In 2025, the Western Australian Government reaffirmed its commitment to regional communities by supporting a diverse range of locally driven initiatives. Delivered through DPIRD, the Great Southern Small Grants Program is providing over \$1.9 million in funding across 39 projects.

This latest round of funding is supporting projects that reflect the program's focus on inclusive infrastructure and community wellbeing. These include, critical building maintenance at Albany Aboriginal Corporation, a new Bremer Bay Men's Shed to foster social connection and skills development, and a refrigerated van for Foodbank Albany to strengthen regional food security.

By empowering local organisations to respond to community needs, the Small Grants Program continues to enhance regional liveability, supporting accessible services, resilient infrastructure, and vibrant community spaces across the Great Southern.



Run participants taking part in the Wild Gravel 2024 event





# Project in focus - Albany 2050 Waterfront Master Plan

*Shaping a vibrant and connected future for Albany's waterfront*

The Albany 2050 Waterfront Master Plan represents a transformational infrastructure initiative designed to unlock significant economic and social value from one of our region's most iconic but underutilised assets. Spanning from the Port of Albany to the former Woolstores precinct, this planning project aims to address decades of unrealised development potential through contemporary place-making and sustainable design.

Strategic master planning advanced substantially during 2024-25 through integrated stakeholder engagement incorporating government, industry and community voices. Our commitment to inclusive planning processes ensured community input through targeted public surveys, culturally appropriate yarning circles, and collaborative workshops that captured diverse perspectives on current waterfront usage and future enhancement opportunities.

Scheduled for completion in 2025, the Master Plan will establish guidance for coordinated land use strategic infrastructure investment and environmental conservation. This foundational plan will drive sustainable jobs, boost tourism infrastructure, enhance recreation amenities, and improve wellbeing across Albany and the region, positioning the waterfront as a key economic and cultural hub.







Key stakeholders informing the Albany 2050 Waterfront Master Plan



Albany Marina, Albany waterfront precinct





## Economic Development, Diversification and Innovation

**We aim to grow sustainable regional jobs, expand existing industry, grow new industry, and maintain and improve essential infrastructure and services.**

Building a resilient economy requires cultivation of sustainable employment, expansion of industries, and development of emerging sectors alongside infrastructure enhancement. Economic strength comes from diversity - creating growth opportunities while sustaining the core industries that shape our regional identity.

Our strategy builds on the Great Southern's strengths in resources, primary industries and tourism, while encouraging innovation and emerging sectors. This positions the region to meet changing market demands and supports a resilient economy that creates jobs, broadens career pathways, and drives long-term growth.



China Wine Buyers Mission on Great Southern curated wine journey at Pepper + Salt Restaurant.

## Our activities

Economic development remained central to our strategic priorities throughout 2024-25, focusing on building regional economic strength through diversification and innovation. Our efforts concentrated on maximising international trade and tourism opportunities, enabling key industry expansion into new markets, and supporting local business growth that retains economic value within our region.

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Distributed **\$1.1 million in Regional Economic Development Grant funding** for local project development and business growth

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Advanced **local procurement capabilities** through continued business education and advocacy within government tendering via our Local Content Program

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Facilitated knowledge exchange at the **Fields of Fortunes Business Forum** in Gnowangerup, connecting regional enterprises with growth opportunities and expert insights

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Negotiated strategic filming agreements for upcoming productions, ensuring **local economic and community benefits** from regional screen production investment

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Expanded **Great Southern premium food and wine export markets** through strategic inbound and outbound trade missions targeting international buyers

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Launched the **distinctive 'Wander with the Wild' tourism brand** to enhance regional awareness and drive increased visitor engagement across the Great Southern

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Partnered with key proponents to advance **regional industrial land activation** initiatives to diversify economic activity and enhance value-adding opportunities

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Worked with major project proponents to address project constraints and maximise **local employment opportunities** and enduring community benefits

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## Tourism Development

### *Driving regional growth through destination and event development*

Tourism is central to our economic diversification, providing opportunities for regional innovation and business development. The Great Southern Tourism and Trade Partnership with Australia's South West provides coordinated leadership in destination marketing, product development and strategic promotion, leveraging our natural assets and premium food and wine to build a competitive, sustainable visitor economy.

The 2024-25 launch of the 'Wander with the Wild' destination brand established a defining regional identity that enhances market visibility and visitor appeal. Developed through partnership collaboration, this brand captures our region's distinctive natural character while aligning with broader Western Australian tourism messaging, strengthening market positioning and audience attraction.

Event development drives visitor economy expansion through signature experiences that showcase regional capabilities. The inaugural Wild Gravel cycling event attracted 350 participants to the Stirling Range demonstrating successful concept development. Major regional culinary festival Taste Great Southern, also successfully transitioned to new management with GSDC input, creating a stronger platform to showcase local talent, promote regional branding, and encourage tourism that supports local business growth.

See the [Wander with the Wild](#) website here:



| Participants unwind following the 2024 Wild Gravel event

## Local Content Program

### *Growing local business participation in government contracts*

Regional business capacity underpins sustainable economic growth, driving innovation, employment and economic diversification. Our Local Content Program enhances regional business access to government procurement through capability development, guidance and relationship facilitation between agencies and local suppliers.

Program effectiveness in 2024–25 was demonstrated through increased engagement between government agencies and local suppliers, particularly in the delivery of regional infrastructure. The Department of Biodiversity, Conservation and Attractions actively engaged local contractors to deliver upgrades and maintenance at some of the Great Southern's most iconic trails. Contracts up to \$3.8 million were awarded to local businesses for works including trail upgrades at Stony Hill in Albany, campground redevelopment in Stirling Range National Park, and infrastructure improvements at Valley of the Giants, and the Bibbulmun Track. These investments not only supported local capability but reinforced the region's growing reputation as a premier nature-based tourism destination.

In 2024-25 we strengthened supplier engagement through enhanced onboarding, improved procurement literacy, and strategic relationship building. The flagship **'Contracting to Government: Meet the Buyer'** event connected trade and maintenance suppliers directly with government buyers, facilitating relationship development and future opportunities. This approach extends through our Aboriginal Business Capability Building program (see page 47), ensuring inclusive procurement participation across all community sectors.



Trade and maintenance suppliers meet government buyers at Meet the Buyer event





## Project in focus - International Trade


*Driving premium export growth and global brand recognition*

The Great Southern Tourism and Trade Partnership with Australia's South West and Austrade, established in 2021, continues to strategically expand international market access for the region's premium food and wine sector - one of the Great Southern's most distinctive economic strengths. Building on the legacy of previous trade initiatives, 2024–25 activities focused on accelerating growth, diversification, and innovation across the food and beverage industries.

Regional producers gained entry into key international markets through the formation and continuation of valuable trade relationships. Strategic market development was advanced through:

- **4 inbound wine trade missions**, including the first Chinese delegation to return to WA.
- **2 outbound buyer missions** to Thailand and Singapore.
- **1 dedicated craft beer and spirits inbound mission.**
- **1 targeted media familiarisation** showcasing the region's tourism assets, food, wine, and culture.

In total over 45 international buyers from 13 countries including China, Japan, UAE and Vietnam engaged directly with producers, strengthening market trust and product understanding. Outbound missions reached more than 150 buyers through masterclasses and showcase events. A 48% increase in regional wine exports - the highest percentage growth of any Australian wine region in 2024–25 - demonstrates the impact of coordinated trade efforts in building global brand recognition and driving premium export growth.



Delegates on inbound wine mission explore Great Southern wines at Duke's Vineyard.







## Project in focus - The RED Grants Program

*Investing in local projects with economic outcomes*

The Regional Economic Development (RED) Grants program represents a \$55.85 million state government investment stimulating economic growth across regional Western Australia through locally-driven projects. As DPIRD's delivery partner for the Great Southern, the GSDC provides program coordination and comprehensive project assessment.

This community-led approach ensures investment priorities align with local economic development needs while meeting state objectives. Through rigorous assessment processes, we evaluate project viability, economic impact potential, and regional development alignment to maximise government investment returns.

Round 7 funding delivered \$1.1 million across 9 Great Southern projects during 2024-25, supporting business expansion, infrastructure enhancement, and innovation initiatives that create employment, build local capacity, and strengthen regional economic resilience.

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### Mount Barker Equine Medical Centre - \$225,000

Mt Barker Veterinary Hospital will establish the Great Southern's first dedicated equine medical and surgical facility, delivering advanced veterinary care and creating future opportunities for workforce training and research.

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### Total Ag Centre Machinery Dealership - \$150,000

Total Ag Centre in Katanning will expand with new workshop, floorspace and office facilities, improving access to agricultural machinery sales and servicing while creating local jobs through heavy diesel mechanical training and apprenticeships.

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### GNP 360 Cooperative Hotel Renovation - \$150,000

Gnowangerup Hotel will renovate 6 existing units and add 2 transportable units, expanding accommodation options for workers and visitors supporting growth in tourism, agriculture and manufacturing sectors.

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### Mrs Jones Café Expansion - \$130,000

Mrs Jones Café will modernise and expand kitchen and dining facilities at Denmark's historic Old Butter Factory, boosting regional tourism, showcasing local produce and creating sustainable hospitality jobs.

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Westerberg Marine



Albany Business Centre



Ocean Beach Allied Health

### Tambal Solutions Training & Labour Hire - \$93,900

In-house grader operator training program will upskill at least 16 Aboriginal and disadvantaged participants, boosting local employment and strengthening civil, earthworks and mining sector workforce capacity.

### Wagyl Kaip Southern Noongar Aboriginal Corporation Training Program - \$76,900

Training, employment and deployment program for Noongar Heritage Services workforce will provide 6 days of field training to up to 40 participants, strengthening cultural heritage management and preservation.

### Bayonet Head Early Learning Centre - \$40,000

Allosaurus Pty Ltd will open Bayonet Head Early Learning Centre, creating 70 additional childcare places, generating 30 new Albany jobs and benefiting over 100 local families.

### The Village Childcare - \$40,000

Refurbishment at St. Joseph's College Albany will add 30-35 long day care places, introduce After School and Vacation Care, create 11 jobs and 3 traineeships while easing childcare access for local families.

How does a RED Grant benefit a business and the wider region?

Hear from some past recipients by following the QR codes above.



Penny Williams from Tambal Solutions accepts RED Grant in Round 7





## Climate Resilience and Low Carbon Transition

**We aim to promote readiness and resilience for a changing climate, and support the emerging low carbon economy.**

Climate adaptation and the global transition to low-carbon systems present significant challenges alongside opportunities for economic diversification, innovation and employment growth.

Our collaborative approach with regional stakeholders ensures comprehensive preparation for climate impacts while positioning the Great Southern to capture competitive advantages in the emerging low-carbon economy. Through evidence-based planning, strategic partnerships and community-driven implementation, we build resilience that protects existing industries while fostering new economic pathways aligned with global sustainability trends.





## Our activities

Climate adaptation and low-carbon transition initiatives remained central throughout 2024-25, reflecting our commitment to building comprehensive regional resilience. Our integrated approach encompassed drought resilience implementation, coastal adaptation strategies, and renewable energy collaboration.

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Supported the **Great Southern Climate, Nature and Regional Economic Forum** to explore sustainable governance, climate adaptation strategies, and emerging low-carbon economic opportunities

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Collaborated with energy sector stakeholders to **accelerate clean energy access** for regional communities and industries, supporting the transition to sustainable energy systems

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Completed the **Coastal Regional Drought Resilience Plan**, establishing comprehensive adaptation frameworks for coastal Great Southern communities and industries

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Participated in strategic climate adaptation planning through the Katanning Climate Adaptation Workshop, advancing **regional collaboration** on climate resilience

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Progressed implementation projects from the **Inland Drought Resilience Plan**, enhancing capacity for climate adaptation and sustainable resource management

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Maintained strategic support for the University of Western Australia's **Marine Energy Research Wave Energy prototype project**, advancing regional renewable energy innovation

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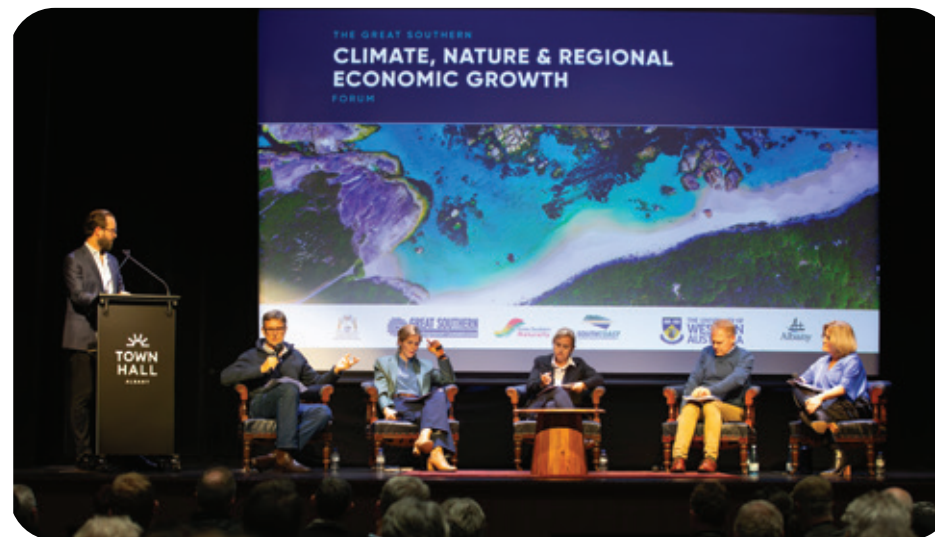
## Renewable Energy Projects

### *Increasing access to renewable energy*

The Great Southern's renewable energy resources position the region as a strategic contributor to Western Australia's net zero by 2050 target. Our development approach capitalises on world-class wind and wave energy potential to attract investment and establish the region as a clean energy hub.

Throughout 2024-25, we supported the successful 6-month M4 Wave Energy Converter trial off Albany - Australia's only active wave energy project. This locally constructed 42-tonne prototype generated over 300 hours of power while collecting 3TB of data to validate wave energy viability for low-carbon industries.

We maintained engagement with wind energy stakeholders, supporting the Flat Rocks Wind Farm and facilitating dialogue with prospective operators. This approach positions the Great Southern to capture economic opportunities within Australia's expanding renewable energy sector.



Climate, Nature & Regional Economic Growth Forum, City of Albany



MERA Wave Energy Prototype being deployed



Receding water at Lake Seppings



# Project in focus – Regional Drought Resilience Planning

*Building resilience to a changing climate*

Read the [Inland Great Southern Regional Drought Resilience Plan](#)



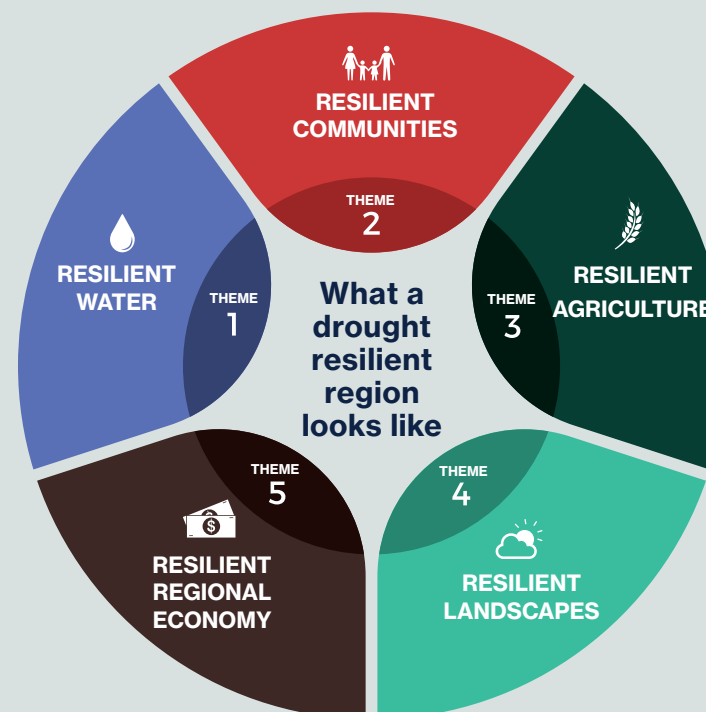
Drought represents an escalating threat to the Great Southern's environmental, economic and community sustainability. With agriculture being the region's economic foundation, climate variability poses substantial risks to productivity, community wellbeing and long-term regional development. Strategic drought resilience planning provides essential protection for natural assets while supporting economic diversification and rural community sustainability.

Through the Regional Drought Resilience Planning (RDRP) program, funded by the Australian Government's Future Drought Fund and DPIRD, we lead comprehensive drought resilience planning across inland and coastal sub-regions. This integrated approach ensures a coordinated regional response to climate variability while building adaptive capacity for future challenges.

During 2024-25, we completed the Coastal Great Southern Plan through extensive collaboration with local governments, South Coast NRM, Wagyl Kaip Southern Noongar Aboriginal Corporation and community stakeholders. Informed by targeted grower and catchment group engagement, the plan establishes 7 focus areas for resilience spanning water infrastructure to environmental conservation, with implementation commencing in 2025-26 pending final approval.

Inland Plan implementation advanced with \$383,000 allocated to priority projects focusing on water security enhancement, economic diversification enablement, local initiative empowerment, and coordination strengthening across the inland sub-region. Both plans function as adaptive frameworks guiding action across 5 key themes, with GSDC providing strategic leadership while ensuring community-driven implementation for sustained local ownership.

The Water for Future priority project exemplifies this approach, supporting local governments in developing sustainable, drought-resilient water system planning. Through strategic partnerships, evidence-based planning and community leadership, the Great Southern is building comprehensive resilience to meet evolving climate challenges while securing sustainable regional prosperity.







## Aboriginal Empowerment and Prosperity

**We aim to strengthen the Great Southern by empowering Aboriginal communities to determine their own path to health and prosperity.**

Strategic partnerships, genuine engagement, and culturally responsive practices are key to empowering Aboriginal communities to lead fulfilling lives and shape their own futures - aligned with the Aboriginal Empowerment Strategy 2021–2029.

Our commitment to Aboriginal economic participation includes culturally appropriate employment, strategic investment, and sustainable business development. This approach recognises Aboriginal empowerment and self-determination as central to regional prosperity, honouring leadership, fostering opportunity, and ensuring the Great Southern's growth reflects the aspirations of all communities.

Cultural dance at the 2024 NAIDOC Week celebrations in Albany



## Our activities

Aboriginal empowerment remained strategically and operationally central throughout 2024-25, reflecting our commitment to self-determined prosperity and cultural leadership. Our approach encompassed co-designed regional planning, community-led cultural initiatives, and targeted business capability development to strengthen Aboriginal economic participation and cultural expression.

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Advanced Aboriginal enterprise development through the **Aboriginal Business Capability Building program**, providing tailored support for business growth and economic participation

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Participated in strategic policy development through consultation with Reconciliation WA on the **Great Southern Place-Based Reconciliation Pilot** initiative

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Facilitated **co-designed regional development projects** through meaningful consultation with Aboriginal groups and organisations, ensuring cultural perspectives inform planning processes

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Strengthened networks by **connecting Aboriginal organisations with government agencies and opportunities**, facilitating access to resources, funding, and strategic partnerships

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Supported diverse **Aboriginal-led cultural and educational events** that celebrate community heritage while building regional cultural participation

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Collaborated with stakeholders to ensure **culturally sensitive event planning** in preparation for Albany 2026, honouring diverse community perspectives and cultural protocols

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Facilitated development of a significant **Aboriginal cultural festival** for the Great Southern, creating platforms for cultural celebration and economic opportunity

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## Major project engagement and co-design

### *Working together to develop the region*

Embedding Aboriginal economic outcomes and cultural values in regional projects is a core Commission practice, with stronger engagement with Aboriginal organisations throughout 2024–25. This collaborative approach ensures major development initiatives reflect cultural knowledge, community aspirations, and economic opportunities for Aboriginal communities.

Co-design is central to the Albany 2050 Waterfront Master Plan (see page 30), ensuring public space planning reflects diverse community values and Aboriginal cultural perspectives in this transformational development. This creates shared ownership of regional development outcomes while honouring cultural heritage and contemporary aspirations.

Aboriginal engagement formed a fundamental component of **Coastal Great Southern Regional Drought Resilience Plan development** (see page 43), integrating traditional ecological knowledge and lived experience into comprehensive regional climate adaptation planning. By integrating cultural knowledge into evidence-based policy development, this collaborative framework ensures Aboriginal perspectives are central to shaping regional resilience strategies.

## Community-led celebrations

### *Spaces for cultural expression and learning*

Backing Aboriginal-led cultural initiatives represents a strategic commitment to community self-determination and cultural continuity. In 2024–25, we supported Aboriginal organisations to lead and deliver cultural experiences that foster community connection and deepen regional appreciation of Aboriginal heritage and contemporary achievements.

Our strategic support assisted significant community celebrations including the Southern Aboriginal Corporation's NAIDOC Ball, NAIDOC Week regional events, and Impact Services' Great Southern Deadly Jobs and Careers Forum. These initiatives demonstrate our commitment to creating platforms where Aboriginal communities can celebrate culture, share knowledge, and showcase economic opportunities while fostering inclusive regional participation and cultural exchange.

2024 NAIDOC Ball in Albany  
Jenny Feast Photography





## Project in focus – Aboriginal Business Capability Building Program

*Building the capability of Aboriginal businesses*

Empowering Aboriginal businesses to compete effectively for government contracts represents a critical pathway to sustainable community prosperity. With only 9 Aboriginal suppliers tendering for government contracts since 2017, representing just 4% of successful regional tenders, the Aboriginal Business Capability Building Program aims to address this significant participation gap through targeted capability development.

Launching in 2024-25 following extensive stakeholder engagement, the 12-month support initiative provided tailored assistance to Aboriginal businesses through free face-to-face and digital business advice, complemented by regional workshops. Co-facilitated by Albany Business Centre and local Indigenous consultants, these workshops focussed on early-stage business development within culturally informed, supportive environments.

The program has strengthened regional Aboriginal business networks, raised awareness of available support services, and identified key entrepreneurial challenges. This foundational work supports more inclusive local content outcomes while informing future initiatives and advancing Aboriginal Procurement Policy implementation across the Great Southern.

Participant at Aboriginal Business Capability Building Workshop in Albany







GSDC staff welcome the Hon. Stephen Dawson MLC on his first visit to the Great Southern as Minister for Regional Development.

## Organisational Excellence

**We aim to lead with integrity and professionalism, maintain a region-wide focus, be strategic and effective and use well-developed evidence to advocate for the region.**

Strategic collaboration is key to sustainable regional development, enabling transformational initiatives and building lasting organisational capacity beyond individual projects.

Our empowered, diverse team operates through collaborative partnerships within the Regional Development Portfolio, leveraging collective expertise to maximise regional outcomes while maintaining operational efficiency and professional standards.





## Our activities

Organisational excellence remained fundamental to both strategic delivery and operational practice throughout 2024-25. Our commitment to continuous improvement encompassed targeted development, enhanced Regional Development Portfolio collaboration, and systematic strengthening of internal systems and processes to ensure sustained high-performance and professional service delivery.

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Ensured **ethical and accountable administration of government grants** through comprehensive internal grants management procedures

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Achieved recognition with a **Bronze Award** at the 40th annual W.S. Lonnie Awards for excellence in accurate and transparent annual reporting

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Strengthened **stakeholder relationships** by hosting regional partners including Australia's South West, Tourism WA, WAITOC, and Department of Communities at GSDC facilities

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Delivered comprehensive **State Budget briefing events** for Great Southern communities, providing accessible analysis of local budget implications and regional investment opportunities

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Enhanced professional networks through **collaboration with regional development practitioners** across WA via RDC Collaborative Workshop participation and specialised working groups

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**Modernised GSDC Board governance** through digital platform implementation, enhancing efficiency and decision-making processes

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Facilitated strategic communication through comprehensive written and in-person **briefings to Ministers** on regional challenges, opportunities, and project developments

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Maintained extensive regional intelligence networks through active participation in **more than 30 regional committees, taskforces and boards**, ensuring issue awareness and collaborative response

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Enhanced **privacy protections and responsible data sharing** by aligning practices with PRIS Act

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Advanced digital capability through **records management pilot program** participation, improving digital systems and ensuring legislative compliance

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Demonstrated a **strong commitment to professional development**, with the GSDC team completing nearly 500 hours of collective training to support a culture of continuous learning

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Ensured accountability through the delivery of an external client survey, with an **86% effectiveness rating** affirming the quality and reliability of our service delivery

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## Ministerial and executive regional tours

### *Facilitating direct dialogue with government leaders*

In 2024–25, the GSDC hosted a series of high-level visits helping to strengthen regional advocacy and showcase the Great Southern's strategic priorities. Premier Roger Cook's visit in August 2024, alongside the Hon. Don Punch MLA as then Minister for Regional Development, provided a key opportunity for the GSDC to engage directly with state leadership on regional priorities. Their itinerary included engagement with key community services, education providers, and local businesses, gaining firsthand insight into regional priorities across healthcare, education, childcare, aquaculture, and small enterprise.

In December, the GSDC coordinated the first-ever joint visit to the Great Southern by state and Commonwealth Treasury officials, providing senior economic leaders with direct exposure to regional conditions, future projects, and investment potential. During the same period, the Commission hosted a luncheon with the Governor-General of Australia and the Governor of Western Australia, enabling meaningful engagement with local leaders and further elevating the region's profile.

Following the 2025 State Election, newly appointed Ministers, Hon. Stephen Dawson MLC and Hon. Reece Whitby MLA undertook regional tours to connect with local industries and community organisations. These visits offered timely opportunities to brief incoming leadership on strategic priorities and foster relationships that underpin future collaboration. Through targeted hosting of government leaders, the GSDC ensures the Great Southern remains visible, understood, and well-positioned for continued investment.



Premier Roger Cook and former Minister for Regional Development the Hon. Don Punch MLA visit Dune Brewing

## Training and development

### *Continuous learning and improvement*

Team capability forms the foundation of service delivery. Throughout 2024-25, GSDC Board and staff completed almost 500 hours of training and professional development, demonstrating our commitment to continuous learning and performance improvement.

Our professional development program covered both essential skills and specialised knowledge including Aboriginal and Torres Strait Islander Cultural Awareness, Cyber Security and Emergency Management. Regional Development Officers completed accredited programs through Economic Development Australia and the Regional Australia Institute, reflecting strategic investment in role-specific expertise.

Team-wide initiatives, including participation in the RDC Collaborative Workshop, strengthened cross-portfolio cooperation and professional networks. These unified learning opportunities ensure the GSDC maintains cutting-edge expertise to deliver outcomes for the Great Southern.



Staff from Regional Development Commissions attend a cultural burning discussion at DFES Bushfire Centre for Excellence

## Privacy and responsible information sharing

### *Secure and responsible use of information*

Proactive preparation for implementation of the *Privacy and Responsible Information Sharing (PRIS) Act 2024* involved collaboration with DPIRD to review and update information management and sharing policies. This legislation, introduced by the Western Australian Government, protects individual privacy while promoting responsible government data sharing.

Aligning our systems with the *PRIS Act* requirements reinforces our commitment to good governance while enabling delivery of more secure, efficient and responsive services to Great Southern communities. This compliance approach demonstrates our dedication to contemporary privacy protection standards and responsible information stewardship.



Lonnie Award winners from GSDC, and Pilbara and Goldfields-Esperance Development Commissions



## Commission Efficiency and Effectiveness

### Meeting targets and performance goals

Performance assessment through annual independent client surveys provides systematic monitoring of organisational effectiveness and service delivery standards. This evaluation process engages stakeholders across 3 government tiers, community groups and private organisations to assess activity impact and service quality.

The 2024-25 survey results demonstrate exceptional performance, achieving 100% customer satisfaction (increased from 97.8% in 2023-24) and an effectiveness rating of 86%. Highest-ranked responses highlighted staff politeness and knowledge, demonstrating our commitment to professional service excellence and stakeholder engagement quality that underpins successful regional development outcomes.

Within the Commission, we report our efficiency as average cost per hour. In 2024-25, the target cost per hour was \$131 and the actual average cost per hour was \$126.

### Actual results versus budget targets

	2025 Target <sup>(1)</sup> (\$000)	2025 Actual (\$000)	Variation <sup>(2)</sup> (\$000)	Explanation of Variation
Financial targets				
Total cost of services (expense limit) (sourced from Statement of Comprehensive Income)	2,738	2,873	(135)	Total cost of services is higher than target as a result of the Regional Drought Resilience Plan, which was not included in the original target, offset by a carryover of grant expenditure of \$265k to 2025-26.
Net cost of services (sourced from Statement of Comprehensive Income)	2,738	2,735	3	Net cost of services is in line with the budget estimates as a result of movement in total cost of services above, offset by the receipt of additional external revenues, contributing to projects.
Total equity (sourced from Statement of Financial Position)	274	750	476	Total equity is \$476k higher than target mainly as result of the \$265k underspend in grants and subsidies, which has been carried forward to 2025-26 and the receipt of \$138k external funding for project contributions.
Net increase / (decrease) in cash held (sourced from Statement of Cash Flows)	(53)	443	496	Increase in cash held is higher than target, mainly as result of the \$265k underspend in grants and subsidies which has been carried forward to 2025-26 and the receipt of \$138k external funding for project contributions.
Approved salary expense level	243	261	(18)	Approved salary expense level is in line with target.

(1) As specified in the Section 40 budget estimates.

(2) The variation is the difference between the Target and Actual for each line item.

## Working Cash Targets

	2025 Agreed limit (\$000)	2025 Target <sup>(1)</sup> / Actual <sup>(2)</sup> (\$000)	Variation (\$000)	Explanation of Variation
Agreed working cash limit (at Budget)	50	50	N/A	N/A
Agreed working cash limit (at Actuals)	37	565	528	Increase in cash held is higher than target, mainly as result of the \$265k underspend in grants and subsidies which has been carried forward to 2025-26 and the receipt of \$138k external funding for project contributions.

(1) Target to reflect the Commission's anticipated working cash for the 2024-25 financial year.

(2) Actual is the actual working cash held at the close of the financial year.



Minister Whitby visits former RED Grant recipient Direct Seeding during a GSDC arranged visit

## Electronic Records Management

### *Modernising records management*

In 2024-25, we began strengthening our records management by joining a Microsoft 365 Electronic Documents and Records Management System pilot program with the Gascoyne and South West Development Commissions. This inter-agency initiative aims to modernise document management to ensure there is alignment with legislative and security standards.

Being a part of this pilot program demonstrates our strong commitment to ensuring legislative compliance under the *State Records Act 2000*, Information Classification Policy 2020 and *Privacy and Responsible Information Sharing Act 2024*. Enhanced secure and flexible information access, combined with reduced cyber security risks, will ensure GSDC maintains strong accountability, transparency and service delivery standards within contemporary information management governance frameworks.

## Board digital governance platform

### *Best practice in Board communications*

In 2024-25, implementation of the Convene digital governance platform modernised GSDC Board governance processes through secure, centralised document management and communications. This technology has enhanced security protocols, streamlined decision-making processes, and strengthened transparency, while supporting more effective board member engagement.

The digital governance transformation contributes directly to stronger organisational performance and accountability, demonstrating our commitment to contemporary best practice that supports excellent regional development outcomes.





# Project in focus - Regional Development Commission Portfolio

*Collaborating to better develop the regions*

Western Australia's 9 Regional Development Commissions (RDCs) and DPIRD work together through the Regional Development Framework to address shared challenges and achieve aligned outcomes. This partnership approach maximises regional development impact through knowledge sharing, resource coordination, and aligned strategic planning.

The 3rd Regional Development Collaborative Workshop in February 2025 brought together staff from all RDCs and DPIRD for focused professional development on digital transformation, Aboriginal economic development and energy transition. This annual workshop serves as a basis for knowledge exchange, network building, and alignment across the state's regional development sector.

Throughout 2024-25, GSDC actively strengthened role-specific relationships within the network through cross-region projects for Regional Development Officers and regular collaborative meetings for Local Content Officers, Communications Officers and Executive Assistants. Directors maintained strategic working groups, while Commission CEOs collaborated through key regional development working groups - WARDA and RDCo.

This strong engagement shows our commitment to working together, helping GSDC deliver local solutions to state-wide challenges while staying aligned with broader goals and best practice.



Regional Development practitioners from across the state at RDC Collaborative Workshop in Perth





Dukes Vineyard  
Jenny Feast Photography



# Significant issues

View from Peace Park to the Albany Wind Farm  
Tourism Western Australia

The Great Southern region operates within an increasingly complex landscape of global and national challenges that shape the Commission's strategic priorities and development activities. As Western Australia seeks to diversify its economy beyond mining dependency, the Great Southern's non-mining economy presents a strategic advantage, offering resilience through its foundation in agriculture, tourism, education, and emerging renewable energy sectors.

## Climate change and the global energy transition

Climate change and the global energy transition to a low carbon economy provides both risk and significant opportunity for diversification and job growth. The Great Southern's comparative advantages in natural amenity, research capabilities, and primary production, position it strategically to benefit from emerging carbon economy opportunities, renewable energy projects, and climate-resilient agricultural practices. However, forecast climate change exposure, changing weather patterns and other climate-related factors require proactive adaptation strategies to protect existing industries while capitalising on new economic pathways in clean energy manufacturing, renewable energy infrastructure, and sustainable primary production.

## Housing provision

Housing provision continues to act as a critical barrier to economic growth and service delivery. This directly impacts the Great Southern's capacity for workforce attraction and retention, particularly affecting smaller towns experiencing demographic transitions including an ageing population and youth outmigration. The Commission's regional liveability priorities must address these housing shortages through advocacy for streamlined planning processes, worker accommodation solutions, and innovative housing delivery models that support both economic development and community wellbeing.

## Geopolitical uncertainty and supply chain resilience

Geopolitical trends such as global food security, provenance and ethically sustainable production create new market opportunities for Great Southern producers.

However, global trade and investment flows are being disrupted as countries move towards greater self-sufficiency and increased trends towards domestic manufacturing policy settings. The region's agricultural and primary production sectors must navigate these changing international dynamics while building resilient supply chains and accessing new markets. The Commission's role in supporting export market development, promoting regional brand recognition, and facilitating strategic partnerships becomes increasingly vital in this uncertain geopolitical environment.

## Infrastructure and connectivity

The region continues to experience infrastructure limitations, particularly in access to secondary and tertiary education outside Albany, as well as in the availability and affordability of essential services such as power, water, and digital connectivity. Additionally, there is a need for more serviced industrial land and improved transport linkages to support future growth. These constraints directly limit the region's capacity to participate in the digital economy, attract investment, and support population growth. Distance from the metropolitan area and transport linkages particularly impact the region's tourism and primary production potential and transportation of goods in and out of the region. Addressing these infrastructure deficits requires coordinated advocacy and strategic investment to unlock the region's economic potential and improve service delivery standards across all communities.

## Population and demographic transitions

The Great Southern experiences an ageing population, outmigration of youth, and low or negative growth rates in smaller towns, alongside lower personal incomes but comparable costs of living compared to state averages. These demographic pressures challenge traditional service delivery models while creating opportunities for innovation in aged care, digital connectivity, and remote work facilitation.



# Disclosures

Misery Beach, Torndirrup National Park  
Tourism Western Australia



## Disclosures and legal compliance

### Certification of Financial Statements For the financial year ended 30 June 2025

The accompanying financial statements of the Great Southern 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 financial year ended 30 June 2025 and the financial position as at 30 June 2025.

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  
11 August 2025



Natasha Monks  
Chief Executive Officer  
11 August 2025



Ricky Burges  
Chair of the Board  
11 August 2025



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## Statement of Comprehensive Income

### For the year ended 30 June 2025

	Notes	2025 \$'000	2024 \$'000
<b>COST OF SERVICES</b>			
<b>Expenses</b>			
Employee benefits expenses	2.1(a)	297	284
Supplies and services	2.3	2,380	2,327
Depreciation and amortisation expense	4.2	5	7
Grants and subsidies	2.2	111	60
Accommodation	2.3	10	-
Other expenses	2.3	70	44
<b>Total cost of services</b>		<b>2,873</b>	<b>2,722</b>
<b>Income</b>			
Other income	3.2	138	87
<b>Total income</b>		<b>138</b>	<b>87</b>
<b>NET COST OF SERVICES</b>		<b>2,735</b>	<b>2,635</b>
<b>Income from State Government</b>			
Income from other public sector entities	3.1	1,053	557
Resources received	3.1	2,054	2,031
<b>Total income from State Government</b>		<b>3,107</b>	<b>2,588</b>
<b>SURPLUS/(DEFICIT) FOR THE PERIOD</b>		<b>372</b>	<b>(47)</b>
<b>TOTAL COMPREHENSIVE INCOME/(LOSS) FOR THE PERIOD</b>		<b>372</b>	<b>(47)</b>

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



## Statement of Financial Position As at 30 June 2025

	Notes	2025 \$'000	2024 \$'000
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and cash equivalents	6.2	565	122
Restricted cash and cash equivalents	6.2	133	133
Receivables	5.1	12	135
<b>Total Current Assets</b>		<b>710</b>	<b>390</b>
<b>Non-Current Assets</b>			
Amounts receivable for services	5.2	226	226
Property, plant and equipment	4.1	6	6
Right-of-use assets	4.2	-	5
<b>Total Non-Current Assets</b>		<b>232</b>	<b>237</b>
<b>TOTAL ASSETS</b>		<b>942</b>	<b>627</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Payables	5.3	141	115
Lease liabilities	6.1	-	5
Employee related provisions	2.1(b)	51	115
<b>Total Current Liabilities</b>		<b>192</b>	<b>235</b>
<b>Non-Current Liabilities</b>			
Employee related provisions	2.1(b)	-	14
<b>Total Non-Current Liabilities</b>		<b>-</b>	<b>14</b>
<b>TOTAL LIABILITIES</b>		<b>192</b>	<b>249</b>
<b>NET ASSETS</b>		<b>750</b>	<b>378</b>
<b>EQUITY</b>			
Accumulated surplus		750	378
<b>TOTAL EQUITY</b>		<b>750</b>	<b>378</b>

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 2025

	Notes	Accumulated surplus \$'000	Total equity \$'000
<b>Balance at 1 July 2023</b>		425	425
Deficit		(47)	(47)
Other comprehensive income		-	-
Total comprehensive loss for the period		<b>(47)</b>	<b>(47)</b>
<b>Balance at 30 June 2024</b>		<b>378</b>	<b>378</b>
<b>Balance at 1 July 2024</b>		<b>378</b>	<b>378</b>
Surplus		372	372
Other comprehensive income		-	-
Total comprehensive income for the period		<b>372</b>	<b>372</b>
<b>Balance at 30 June 2025</b>		<b>750</b>	<b>750</b>

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 2025

	Notes	2025 \$'000	2024 \$'000
<b>CASH FLOWS FROM STATE GOVERNMENT</b>			
Funds from other public sector entities		1,053	557
<b>Net cash provided by State Government</b>		<b>1,053</b>	<b>557</b>
<i>Utilised as follows:</i>			
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Payments</b>			
Employees benefits		(278)	(332)
Supplies and services		(308)	(281)
Grants and subsidies		(111)	(60)
GST payments on purchases		(37)	(31)
Other payments		(40)	(14)
<b>Receipts</b>			
GST receipts on sales		9	9
GST receipts from taxation authority		22	22
Other receipts		138	67
<b>Net cash used in operating activities</b>		<b>(605)</b>	<b>(620)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>Payments</b>			
Purchase of non-current assets		-	(6)
<b>Receipts</b>			
Proceeds from sale of non-current physical assets		-	-
<b>Net cash used in investing activities</b>		<b>-</b>	<b>(6)</b>

## Statement of Cash Flows (continued)

### For the year ended 30 June 2025

	Notes	2025 \$'000	2024 \$'000
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>Payments</b>			
Principal elements of lease payments		(5)	(7)
Payments to accrued salaries account		-	-
<b>Net cash used in financing activities</b>		<b>(5)</b>	<b>(7)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>443</b>	<b>(76)</b>
Cash and cash equivalents at the beginning of the period		255	331
<b>CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD</b>	6.2	<b>698</b>	<b>255</b>

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



## Notes to the Financial Statements

### 1. Basis of preparation

The Great Southern 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 12 July 2025.

### Statement of compliance

The financial statements are general purpose financial statements which have been prepared in accordance with Australian Accounting Standards – Simplified Disclosures, the Conceptual Framework and other authoritative pronouncements issued by the Australian Accounting Standards Board (AASB) as modified by Treasurer's instructions. Some of these pronouncements are modified to vary their application and disclosure.

The *Financial Management Act 2006* and Treasurer's instructions, which are legislative provisions governing the preparation of financial statements for agencies, take precedence over AASB pronouncements. Where an AASB pronouncement is modified and has had a significant financial effect on the reported results, details of the modification and the resulting financial effect are disclosed in the notes to the financial statements.

### Basis of preparation

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

### Accounting of Goods and Services Tax (GST)

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

- (a) amount of GST incurred by the Agency as a purchaser that is not recoverable from the Australian Taxation Office (ATO) is recognised as part of an asset's cost of acquisition or as part of an item of expense; and
- (b) receivables and payables are stated with the amount of GST included.

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

### Contributed equity

Interpretation 1038 *Contributions by Owners Made to Wholly-Owned Public Sector Entities* requires transfers in the nature of equity contributions, other than as a result of a restructure of administrative arrangements, as designated as contributions by owners (at the time of, or prior to, transfer) be recognised as equity contributions. Capital appropriations have been designated as contributions by owners by TI 8 – Requirement 8.1(i) and have been credited directly to Contributed Equity.

### Comparative information

Except when an Australian Accounting Standard (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; and
- Right of Use Asset reconciliations.

## Judgements and estimates

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

## 2. Use of Our Funding

### Expenses incurred in the delivery of services

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

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

## 2.1 (a) Employee benefits expense

	2025 \$'000	2024 \$'000
Employee benefits	273	243
Superannuation - defined contribution plans	24	41
<b>Employee benefits expenses</b>	<b>297</b>	<b>284</b>
Add: AASB 16 Non-monetary benefits	5	7
Less: Employee Contributions (per the Statement of Comprehensive Income)	-	-
<b>Net employee benefits provided</b>	<b>302</b>	<b>291</b>

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

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

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



**2.1 (b) Employee related provisions**

	2025 \$'000	2024 \$'000
<b>Current</b>		
<u>Employee benefits provisions</u>		
Annual leave	29	52
Long service leave	17	50
	<u>46</u>	<u>102</u>
<u>Other provisions</u>		
Employment on-costs	5	13
<b>Total current employee related provisions</b>	<u>51</u>	<u>115</u>
<b>Non-Current</b>		
<u>Employee benefits provisions</u>	-	14
Long service leave		
<u>Other provisions</u>		
Employment on-costs	-	-
<b>Total non-current employee related provisions</b>	<u>-</u>	<u>14</u>
<b>Total employee related provisions</b>	<u>51</u>	<u>129</u>

Provision is made for benefits accruing to employees in respect of 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** are classified as current as there is no right at the end of the reporting period to defer settlement for at least 12 months after 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.

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** are unconditional long service leave provisions and are classified as current liabilities as the Agency does not have the right at the end of the reporting period to defer settlement of the liability for at least 12 months after the reporting period.

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

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

**Employment on-costs** involve settlements of annual and long service leave liabilities which 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'.

	2025 \$'000	2024 \$'000
<b>Employment on-cost provision</b>		
Carrying amount at start of period	13	9
Payments	(7)	-
Additional/(reversals of) provisions recognised	(1)	4
<b>Carrying amount at end of period</b>	<b>5</b>	<b>13</b>

#### 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

	2025 \$'000	2024 \$'000
<u>Recurrent</u>		
Non Public organisations	60	14
Public sector organisations	-	41
Local Government agencies	51	5
<b>Total recurrent grant and subsidies</b>	<b>111</b>	<b>60</b>

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 or subsidy expenses'. Grants can either be operating or capital in nature.

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

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



**2.3 Other expenditure**

	2025 \$'000	2024 \$'000
<b>Supplies and services</b>		
Board fees	79	71
Communications	1	2
Consultants and contractors	210	191
Consumables	17	10
Travel	18	22
Other	1	-
Resources provided free of charge by DPIRD <sup>(a)</sup>	2,054	2,031
<b>Total supplies and services expenses</b>	<b>2,380</b>	<b>2,327</b>
<b>Accommodation expenses</b>		
Office rental	10	-
<b>Total accommodation expenses</b>	<b>10</b>	<b>-</b>
<b>Other expenses</b>		
Building and infrastructure maintenance	3	3
Donations and sponsorships	49	27
Employment on-costs	(1)	-
Internal audit fees	13	11
Other expenses	6	3
<b>Total other expenses</b>	<b>70</b>	<b>44</b>
<b>Total other expenditure</b>	<b>2,460</b>	<b>2,371</b>

(a) Support Services provided by Department of Primary Industries and Regional Development (DPIRD) to support the Commission in the fulfilment of its statutory functions and obligations under the *Regional Development 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.

**3 Our Funding Sources****How we obtain our funding**

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

	Notes
Income from State Government	3.1
Other income	3.2

**3.1 Income from State Government**

	2025 \$'000	2024 \$'000
Income received from other public sector entities during the period:		
- Department of Primary Industries and Regional Development - operational funding	1,053	557
<b>Total grants and subsidies</b>	<b>1,053</b>	<b>557</b>
Resources received from other public sector entities during the period:		
- Services received free of charge <sup>(a)</sup>	2,054	2,031
<b>Total resources received</b>	<b>2,054</b>	<b>2,031</b>
<b>Total income from State Government</b>	<b>3,107</b>	<b>2,588</b>

(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 Act 1993*. See note 2.3 Other expenditure.

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

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

### 3.2 Other income

	2025 \$'000	2024 \$'000
Other sundry income	136	55
Return of unspent grant monies	2	32
<b>Total other income</b>	<b>138</b>	<b>87</b>

## 4. Key Assets

### Assets the Commission utilises for economic benefit or service potential

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

	Notes
Property, plant and equipment	4.1
Right-of-use assets	4.2

### 4.1 Property, plant and equipment

	Works of Art \$'000	Total \$'000
<b>Year ended 30 June 2025</b>		
<b>1 July 2024</b>		
Gross carrying amount	6	-
Accumulated depreciation	-	-
<b>Carrying amount at start and end of period</b>	<b>6</b>	<b>-</b>

#### Initial recognition

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

#### Subsequent measurement

Property, plant and equipment is stated at historical cost less accumulated depreciation and accumulated impairment losses, except for Works of Art which are anticipated to have indeterminate useful lives. Their service potential has not, in any material sense, been consumed during the reporting period. As such, no amount for depreciation is recognised in respect of these assets.

### 4.2 Right-of-use assets

	Vehicles \$'000	Total \$'000
<b>Carrying amount at beginning of period</b>	<b>5</b>	<b>5</b>
Depreciation	(5)	(5)
<b>Net carrying amount as at end of period</b>	<b>-</b>	<b>-</b>



The Commission has leases for vehicles. The lease contracts are typically made for fixed periods of 1-5 years with an option to renew the lease after that date.

### Initial recognition

At the commencement date of the lease, the Commission recognises right-of-use assets and a corresponding lease liability. The right-of-use assets are measured at cost comprising of:

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

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

### Subsequent measurement

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

### Depreciation and impairment of right-of-use assets

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

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

Right-of-use assets are tested for impairment when an indication of impairment is identified.

Non-financial assets, including items of infrastructure, 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 and is written down to its recoverable amount, an impairment loss is recognised through profit or loss.

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.

## 5 Other Assets and Liabilities

	Note
Receivables	5.1
Amounts receivable for services	5.2
Payables	5.3

### 5.1 Receivables

	2025 \$'000	2023 \$'000
<u>Current</u>		
GST receivable	12	16
Other debtors	-	119
<b>Total current receivables</b>	<b>12</b>	<b>135</b>

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)**

	2025 \$'000	2024 \$'000
Non-current balance at end of period	<u>226</u>	<u>226</u>

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**

	2025 \$'000	2024 \$'000
Trade payables	127	109
Accrued salaries	7	6
Other payables	7	-
<b>Total current payables</b>	<u>141</u>	<u>115</u>

Payables are recognised as 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 15-20 days.

**6 Financing**

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

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

**6.1 Lease liabilities**

	2025 \$'000	2024 \$'000
Current - Not later than one year	<u>-</u>	<u>5</u>

At the commencement date of the lease, the Commission recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, the Commission uses the incremental borrowing rate provided by Western Australia Treasury Corporation.

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

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

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

**Subsequent measurement**

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

This section should be read in conjunction with note 4.2 Right-of-use assets.

**6.2 Cash and cash equivalents**

	2025 \$'000	2024 \$'000
Cash and cash equivalents	565	122
Restricted cash and cash equivalents	133	133
<b>Total cash and cash equivalents</b>	<b>698</b>	<b>255</b>

**Restricted cash and cash equivalents - Current**

External project funds	133	133
------------------------	-----	-----

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

**6.3 Capital commitments**

There are no known capital expenditure commitments, being contracted capital expenditure additional to the amounts reported in the financial statements (2024: nil)

**7. Financial instruments and contingencies**

	Note
Financial instruments	7.1
Contingent assets and liabilities	7.2

**7.1 Financial instruments**

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

	2025 \$'000	2024 \$'000
<b>Financial assets</b>		
Cash and cash equivalents	698	255
Financial assets at amortised cost <sup>(a)</sup>	226	345
<b>Total financial assets</b>	<b>924</b>	<b>600</b>

**Financial liabilities**

Financial liabilities measured at amortised cost <sup>(b)</sup>	141	120
<b>Total financial liabilities</b>	<b>141</b>	<b>120</b>

(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 and 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 2025 (2024: nil).



## 8. Other Disclosures

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

	Notes
Events occurring after the end of the reporting period	8.1
Key management personnel	8.2
Related party transactions	8.3
Related bodies	8.4
Affiliated bodies	8.5
Special purpose accounts	8.6
Remuneration of auditors	8.7
Supplementary financial information	8.8
Explanatory statement	8.9

### 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 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 (\$)	2025	2024
<b>Compensation band (\$) of members of the accountable authority</b>		
50,001 - 60,000	1	-
20,001 - 50,000	-	1
10,001 - 20,000	-	2
0 - 10,000	5	5
<b>Compensation band (\$) of senior officers</b>		
250,001 - 300,000	-	1
200,001 - 250,000	1	-
150,001 - 200,000	2	2
0 - 100,000	1	-
<b>Total compensation for members of the accountable authority and senior officers</b>	<b>771</b>	<b>668</b>

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

### 8.3 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.

### 8.4 Related bodies

The Commission had no related bodies during the reporting period.

### 8.5 Affiliated bodies

The Commission had no affiliated bodies during the reporting period.

### 8.6 Special purpose accounts

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

### 8.7 Remuneration of auditors

Remuneration paid or payable to the Auditor General in respect of the audit for the current financial year is nil (2024: \$35,000), as the Auditor General will audit the Commission on a rotational basis of every three years.

### 8.8 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.

### 8.9 Explanatory statement

The Commission is exempt from T13 Financial Sustainability as their Total Cost of Services is below \$10 million for the two most recent consecutive comparative periods.

# Key Performance Indicators

## Certification of Key Performance Indicators For the year ended 30 June 2025

We hereby certify that the key performance indicators are based on proper records, are relevant and appropriate for assisting users to assess the Great Southern Development Commission's performance and fairly represent the performance of the Great Southern Development Commission for the financial year ended 30 June 2025.



Ricky Burges  
Chair  
11 August 2025



Natasha Monks  
Chief Executive Officer  
11 August 2025

## Detailed information in support of Key Performance Indicators

### Relationship to Government Goals

Broad government goals are supported at agency level by specific outcomes. Agencies deliver services to achieve these outcomes. The following table illustrates the relationship between the Commission's service and desired outcome, and the government goal it contributes to. The key effectiveness indicator measures the extent of impact of the delivery of services on the achievement of desired outcome. The key efficiency indicator monitors the relationship between the service delivered and the resources used to produce the service.

Government Goals	Desired Outcome	Service
<b>WA Jobs Plan:</b> Diversifying the WA economy, creating local jobs for the future.	The sustainable development of our region's natural and built environment for the wellbeing of all.	Regional Development
<b>Safe, Strong, and Fair communities:</b> Supporting our local regional communities to thrive.		



## Key Effectiveness Indicator

The Commission measures its effectiveness indicators through an annual client perceptions survey, conducted by an independent market research company. The Commission's clients include local governments, Commonwealth and state government agencies, community groups and private organisations.

### Client satisfaction survey 2024-25

As part of the performance management component of the Commission's strategic planning process, independent research consultancy firm, Perth Market Research, was employed to undertake the 2025 GSDC Client Satisfaction Survey. Key stakeholders were surveyed to determine their views and understanding of the Commission's role, activities and performance.

A database of 252 clients was provided. Both online self-completion and telephone interviews were used to obtain a total of 140 client responses from the 252 clients surveyed, representing a response rate of 56%. This results in a maximum possible sampling error of +/- 5.5% at the 95% confidence level.

Respondents were asked if the Commission is effective or very effective in its coordination and promotion of development in the Great Southern. The reported result reflects the percentage of clients that rates the Commission as 'very effective' or 'effective'.

Key Effectiveness Indicator:	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025
The Commission is effective and makes a positive contribution to the economic and social development of the Great Southern region	80%	95%	96%	80%	86%

### Service: Regional Development

This service incorporates project management work, the facilitation and support of new and existing enterprises and businesses, promotional and information services and the development of strategic partnerships with government, business and community groups to ensure the development of the Great Southern.

## Key Efficiency Indicator

### Average cost per hour

The operating costs of the GSDC 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.

Key Efficiency Indicator	Actual 2022	Actual 2023	Actual 2024	Target' 2025	Actual 2025
Average cost per hour	\$107	\$125	\$128	\$131	\$126

Note 1: The target average cost per hour is an estimated figure based on budgeted expenditure and staffing.

The Commission's budget is directed at numerous output focused projects that support the economic and social development of the Great Southern region. The Commission partners with the Government and non-government stakeholders to maximize the scope and effectiveness of these projects for the betterment of the region.

### Comments

Total hours worked was 18% above target and total cost of services was 13% higher than target resulting in the average cost per hour being 4% below target. The Commission was fully staffed and engaged additional resources to deliver the Regional Drought Resilience program which was approved post the 2024-25 budget.

## Other financial disclosures

### Pricing policy of goods and services provided

The GSDC provides no chargeable goods and services for its core business.

### Capital works

The GSDC did not complete any capital works projects during 2024-25.

The GSDC did not have any incomplete capital works projects at the end of 2024-25.

### Employment and industrial relations

Due to the 2017 Machinery of Government changes, the Chief Executive Officer is the only employee of the Commission.

	2023-24	2024-25
Full-time permanent	1	1
Full-time contract	0	0
Part-time permanent (FTE)	0	0
Part-time contract	0	0
<b>TOTAL</b>	1	1

### Workers compensation and rehabilitation

The GSDC did not have any new workers' compensation claims in 2024-25.

# Statutory Information

Yarning Circle at former RED recipient Hawthorne House



## Other Statutory Information

### Ministerial directions

No Ministerial directives were received during the financial year.

### Contracts with Senior Officers

At the date of reporting, other than normal contracts of employment of service, no Senior Officers, or firms of which Senior Officers are members, or entities in which Senior Officers have substantial interests, have had any interests in existing or proposed contracts with the GSDC and Senior Officers.

### Board remuneration

Position	Member name	Type of remuneration	Period of membership (months)**	Term of appointment (years)***	Base salary/sitting fees	Gross/actual remuneration
Chair	Ricky Burges	Stipend	12	3.00	\$1,181 per fortnight	\$47,099
Deputy Chair	Annie Roberts	Stipend & sitting fees	12	2.08	\$191 per fortnight and \$513 per half-day meeting and \$790 per full day meeting	\$7,415
Board Member	Liz Guidera	Sitting fees	12	2.00	\$422 per half-day meeting and \$680 per full day meeting	\$4,138
Board Member	James Leiper	Sitting fees	12	3.00	\$422 per half-day meeting and \$680 per full day meeting	\$3,400
Board Member	Robbie Miniter	Sitting fees	12	4.20	\$422 per half-day meeting and \$680 per full day meeting	\$2,040
Board Member	Darren Moir	Sitting fees	7	4.70	\$422 per half-day meeting and \$680 per full day meeting	\$2,040
Ex officio	Natasha Monks*	N/A	4			
Ex officio	Jarrad Gardner*	N/A	8			
						<b>Total \$66,132</b>

\* Full-time WA Public Sector employees are not eligible to receive Board sitting fees.

\*\* Refers to member membership during reporting period not entire tenure on board/committee. Period of membership should correlate with respective remuneration received in the financial year.

\*\*\* Refers to term of appointment/tenure (if relevant) or appointment type, for example sessional or full time

## Advertising, market research, polling and direct mail

In accordance with Section 175ZE of the *Electoral Act 1907*, the GSDC reports that it incurred the following expenditure in advertising, market research, polling, direct mail and media advertising. Total expenditure (ex-GST) for 2024-25 was \$7,984.99. Expenditure was incurred as shown in the table.

Expenditure	Organisation	Amount (\$)	Total (\$)
Advertising Agencies	Initiative	\$123.34	
Market Research	Perth Market Research	\$4,480.00	\$4,864.00
	Survey Monkey	\$384.00	
Polling	Nil	Nil	
Direct Mail	MailChimp	\$493.84	
Media advertising	Denmark Chamber of Commerce	\$991.81	\$2,503.81
	The West Australian	\$1,512.00	
<b>Grand total</b>			<b>\$7,984.99</b>



Lights Beach, Denmark  
Tourism Western Australia

## Unauthorised use of credit cards

Officers of the Commission hold corporate credit cards where their functions warrant usage of this facility. Cardholders sign a 'conditions of use' declaration and are reminded periodically of their obligations under the Commission's Corporate Purchasing Card Holders Policy and Procedures.

For the year ended 30 June 2025, there were no instances of personal use of a credit card.

Personal use expenditure (aggregate)	\$0
Personal use expenditure settled by due date (within five working days)	\$0
Personal use expenditure settled after the period (after five working days)	\$0
Number of referrals for disciplinary action in 2024-25	\$0

## Compliance with public sector standards and ethical codes

The Commission is listed as a statutory authority on Schedule 1 of the *Financial Management Act 2006* and is subject to the provisions of the *Public Sector Management Act 1994*. The *Public Sector Management Act 1994*, the Western Australian Public Sector Code of Ethics and the Public Sector Commission's Good Governance for Western Australia Public Sector Boards and Committees inform the Commission's governance.

Induction processes for new employees include training on the WA Public Sector Code of Ethics and the GSDC Code of Conduct. All relevant public sector standards and ethical codes are made available for employees via the digital filing system, and any changes arising to any of the codes, are addressed in team meetings.

The Commission continues to regularly review and update internal policies to ensure currency with Public Sector Commission updates and has procedures in place designed to ensure these updates are communicated appropriately.

During 2024-25 the GSDC had no (nil) compliance issues in relation to the Public Sector Standards in Human Resource Management, the WA Public Sector Code of Ethics, or internal Codes of Conduct.

## Staff development

The GSDC is committed to the development of Board and employees. New Board members and employees undertake an induction process, inclusive of online training modules provided by DPIRD. In addition, employees annually attend online, and in-person trainings both general in nature, and role specific.

For more information on professional development, see page 51.

## Access and Inclusion Plan 2024-29

The Commission is committed to promoting an inclusive environment in which all people can access our services and facilities. We are guided by DPIRD's Access and Inclusion Plan 2024-29. This plan outlines the initiatives aimed at addressing barriers to access and inclusion in the workforce, across buildings, the provision of service and accessible information.

This approach complements our commitment to an inclusive region where everyone can enjoy a high quality life, and participate in community activities without restriction based on ability. We support initiatives, agencies and businesses that promote equitable access and employ people with disabilities, and we use services from enterprises that do the same.



## Record Keeping Plan

The Commission's Recordkeeping Plan was endorsed by the State Records Office in December 2022, as required under section 19 of the *State Records Act (2000)*. In accordance with this Act, the Commission's Record Keeping Plan will be reviewed within 5 years of the approval date and submitted to the State Records Office by December 2027.

All employees are aware they have a responsibility to create and maintain public records in a manner which not only complies with legislative requirement, but also allows for quick and easy location, identification and retrieval of such documents or electronic data.

The Commission provides regular in-house records management training to assist employees with clear procedures on record keeping functions and ensures induction processes for new team members incorporates record awareness training and information.

## Substantive Equality

In accordance with the Western Australia Policy Framework for Substantive Equality, the GSDC is committed to eliminating systemic forms of discrimination in the provision of its services, and is sensitive to the different needs of groups.

Substantive equality recognises that while some systems and processes may outwardly appear as non-discriminatory, they may not be fully responsive to the needs and aspirations of different people and groups and, as a result, can unintentionally create further inequalities.

GSDC implements substantive equality by regularly reviewing structures and policies to ensure that the specific needs of Aboriginal people, ethnic minorities, people of different age groups and religious beliefs, as well as those with disability, are considered in our work. All new employees undertake WA Cultural Competency training as part of induction processes.

## Freedom of Information

The *Western Australian Freedom of Information (FOI) Act 1992* gives the public the legal right to access information held by government agencies and local and public authorities.

Requests for documents relating to the Commission's business activities can be made under the provisions of the *Freedom of Information Act 1992*. FOI requests are subject to a fee of \$30.00.

For more information contact the Commission on 08 9843 4888 or post your request to:

Freedom of Information Officer  
Great Southern Development Commission  
PO Box 280  
ALBANY WA 6331  
[gsdc@gsdc.wa.gov.au](mailto:gsdc@gsdc.wa.gov.au)

Information on the Commission's activities is made available to the public through our publications and annual report. The documents can be downloaded from our website, however, if you wish to request a hardcopy please contact us.

The Commission maintains a range of documents relating to its business activities in both hard copy and electronic form. These documents include inward and outward correspondence, contracts, agreements, reports, administrative files, personal records, project files, financial records, internal manuals, statistical information, meeting minutes, promotional materials, pamphlets and brochures, human resource information and asset records.

The Commission does not charge for brochures and publications. No charge is levied on requests for information or access to files although the Commission does reserve the right to recoup costs.

You may request details of the information we have collected from you at any time if you have concerns about the accuracy or extent of that information.

## WA Multicultural Policy Framework

The GSDC operates under the DPIRD Multicultural Plan 2021 – 2026. This plan sets out ways in which we will work to achieve the priorities, outcomes and strategies of the WA Multicultural Policy Framework, for the Culturally and Linguistically Diverse (CaLD) community in Western Australia.

The plan's priorities are:

- Harmonious and inclusive communities.
- Culturally responsive policies, programs and services.
- Economic, social, cultural, civic and political participation.

We recognised, celebrated and showed our respect for Great Southern multicultural communities throughout the year, by:

- Continuing our sponsorship of the region's biggest harmony celebration, the Katanning Harmony Festival.
- Supporting the implementation of the Place Based Regional Reconciliation Action Plan for the Great Southern.
- Lending our support to Aboriginal led regional events.
- Collaborating with stakeholders to ensure culturally sensitive event planning in preparation for Albany 2026, honouring diverse community perspectives and cultural protocols.
- Taking a co-design approach to our major projects, ensuring Great Southern Noongar communities are consulted.

## Diversity and inclusion

The GSDC is committed to a diverse and inclusive workplace. Research shows agencies that value diversity and inclusion achieve greater staff satisfaction, better customer service outcomes and improved decision making. The workforce is more connected, motivated, and productive.

As part of the 2023 WA Public Sector Census (conducted by the Public Sector Commission) RDCs assigned DPIRD staff participated in the Census and were asked about their diversity, whether they had shared this information and if not, why. These results reflect the voices and experiences of the employees who took part in the survey and include assigned staff from across RDCs but are not broken down to individual Commissions.

## Workplace Health and Safety Management

The Commission recognises its duty to ensure the safety and health of its employees, GSDC-based staff, contractors and visitors, and in meeting this duty will comply with the requirements of the *Work Health and Safety Act 2020* and any other legislation and supporting documents that apply to its operations.

We are committed to achieving the highest standards of workplace health and safety management in accordance with best practice. We aim to:

- Meet WHS statutory requirements and standards to provide and maintain a safe workplace, plant and system of work.
- Foster ownership of resolving WHS matters through effective employee and management consultation.
- Provide employees with sources of WHS information, guidance and training.

The GSDC has a documented Injury Management System (IMS) in place, which is in accordance with the *Workers' Compensation and Injury Management Act 1981* and is accessible for all staff on the Commission's online file system. All return-to-work programs are developed in accordance with the Act.

The Commission's record of performance against annual performance data requirements are tabled as follows:

Measure	Actual Results		Results Against Target
	2023-24	2024-25	Target
Number of fatalities	0	0	0
Lost time injury and disease incidence rate	0	0	0 or 10% reduction
Lost time injury and severity rate	0	0	0 or 10% reduction
Percentage of injured workers returned to work: (i) within 13 weeks (ii) within 26 weeks	N/A	N/A	Greater than or equal to 80%
Percentage of managers trained in work health and safety injury management responsibilities	100%	100%	Greater than or equal to 80%





# PUBLIC SILO TRAIL

*See the Story in the Silos*

**WELCOME TO THE PROJECT**

**CREATED: AUGUST, 2018**  
**LITRES OF PAINT USED: 230**  
**SURFACE AREA PAINTED: 1500M<sup>2</sup>**  
**DAYS SPENT PAINTING: 10**  
**SILO HEIGHT: 25M**  
**ARTISTS: 1**

**WHERE WILL THE TRAIL TAKE YOU?**

**ABOUT THE PROJECT**

**WELCOME**

**ARTIST: SPOLAI**

A map showing the route of the Public Silo Trail, marked with orange dots and lines, connecting various towns and silos in the region.

A collage of images showing the process of creating the silo trail, including people painting the silos, the finished silos, and the surrounding landscape.


Pingrup Silos  
Heidi Mayes Photography



## Annual Report 2024-25

### Great Southern Development Commission

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