



MID WEST  
DEVELOPMENT  
COMMISSION

*We're working for  
Western Australia.*

MID WEST  
DEVELOPMENT  
COMMISSION

# ANNUAL REPORT 2020-21



# Acknowledgement of Country

The Mid West Development Commission acknowledges the Yamatji people as the traditional owners of the Mid West region.

This includes the Nhanhagardi, Amangu, Badimia, Naaguja, Nanda, Martu, Wadjarri, Wilinyu, Widi and Yugunga-Nya people.

We recognise their continuing connection to land, waters and community and pay our respects to them and their cultures, and to Elders; past, present and emerging.



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# Statement of Compliance

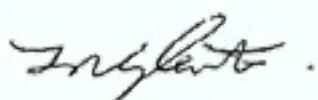
**For year ended 30 June 2021**

**The Hon Alannah MacTiernan MLC**

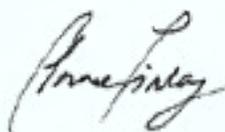
Minister for Regional Development

In accordance with section 63 of the Financial Management Act 2006, we hereby submit for your information and presentation to Parliament, the Annual Report of the Mid West Development Commission for the financial year ended 30 June 2021.

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



Tim Glenister  
Chair  
6 September 2021



Anne Finlay  
Acting Chief Executive Officer  
6 September 2021

# OVERVIEW OF THE AGENCY

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Mid  
West

## The Mid West Region

The Mid West region spans around 477,000km<sup>2</sup> and is home to 54,019 people (2016/17), with around 80% residing along the region's coastline. The region's 17 local governments are notionally divided into three sub-regions that reflect similarities of environment, land use, demography, industry and issues; namely the Batavia Coast, Murchison and North Midlands.

The region's capital is the City of Greater Geraldton. With its population dominance (more than 70% of the region), diverse industrial port, key tertiary education and health facilities and presence of key government agencies, the city has a strong and increasingly important relationship with communities throughout the region.

Around 10% of the region's population identify as Aboriginal, across seven discrete language groups.

The region is strategically located on an iconic coastline between Perth and the growing economies of the State's north. Being a central point between the resource rich Pilbara and the State's capital city of Perth, provides the Mid West with a host of different social and economic opportunities - all of which the Mid West Development Commission (MWDC) intends to capitalise on.

The Mid West is arguably now the most diverse regional economy in Western Australia. Traditionally dominated by agriculture and fishing, mining now leads the region's economic mix after significant growth and external investment over the past two decades. This capitalises on one of the most varied mineral provinces in the nation.

The estimated Gross Regional Product (GRP) for the Mid West was \$6.62 billion in 2020. Construction, manufacturing, logistics and various population servicing sectors (health, education etc) are all now well represented across the region's diverse and balanced industry profile. This diversity has helped the region navigate the recent economic challenges experienced across WA.

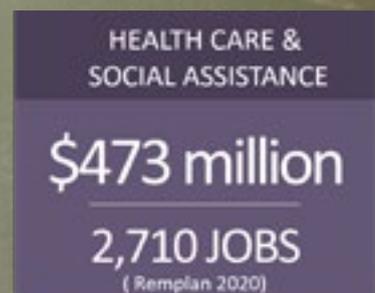


Mining represented 13.8% of jobs in the Mid West, with healthcare and social assistance now the second largest employer (10.8%). Education and training; retail trade; construction; and agriculture, forestry and fishing each provided 8.7% – 9.4% of jobs (Remplan, 2020).

The Commission invested heavily into strategic infrastructure between 2011 and 2017 through implementation of its Mid West Investment Plan. This infrastructure helped stimulate and support economic activity across the region and provided a much-needed boost to social infrastructure and amenity, particularly in hinterland communities.

More recently, MWDC's focus has trended towards further development of strategic tourism priorities (for example, the Arolhos Islands, Pink Lake and Lucky Bay, and the Murchison GeoRegion), primary industry diversification (for example, aquaculture, horticulture and pastoral revitalisation), economic infrastructure enhancement (for example, digital connectivity, energy and water), renewable hydrogen opportunities and food industries.

A balanced focus on liveable communities remains a priority (such as housing, health and education), especially in more remote areas.



## Boundary adjustment

In June 2021, Regional Development Commission boundaries were realigned to move the **Shire of Wiluna** from the Mid West region to the Goldfields-Esperance region, at the Shire's request, given its stronger economic alignment to the predominantly mining and pastoral region.

Following a due diligence review by the Department of Primary Industries and Regional Development (DPIRD), working in partnership with MWDC and Goldfields-Esperance Development Commission, the change was approved by the Minister for Regional Development.

MWDC's future annual reporting will reflect this change in boundaries, recognising that the Commission will continue to work with the Shire of Wiluna on regional initiatives such as the Murchison GeoRegion and Southern Rangelands Pastoral Alliance.

**The Regional Development Commission boundaries are set by the Regional Development Commissions Act 1993.**





# Operational Structure

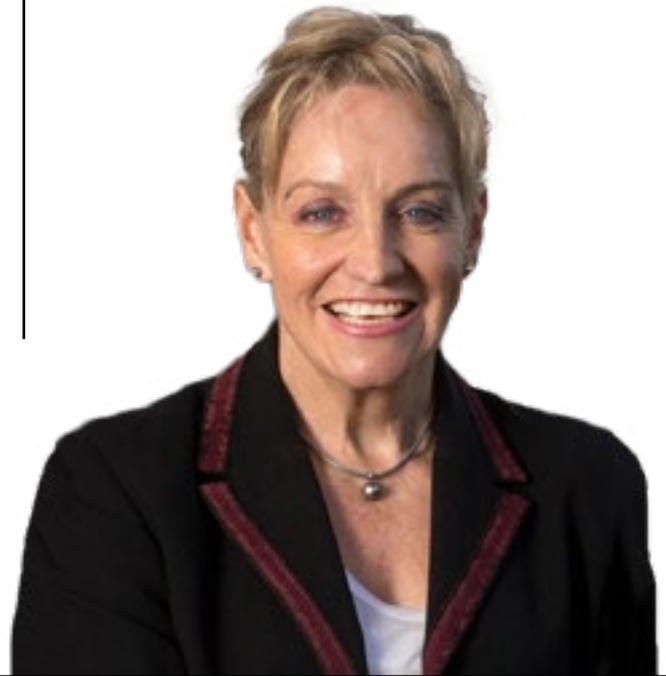
## Enabling legislation

The Mid West Development Commission is a State Government statutory authority governed by a Ministerial appointed Board, inclusive of regional representatives, local government members and Ministerial appointments.

MWDC functions under the provisions of the Regional Development Commissions Act (1993) and is one of nine regional development commissions in Western Australia.

## Responsible Minister

**Hon Alannah MacTiernan MLC**  
Minister for Regional Development



## Organisational Structure

### Mission

To deliver jobs and growth by providing coordinated State Government services for regional development, utilising a client focused and collaborative approach in the traded economy.

To be recognised as a preferred region in which to live, work, study and invest.

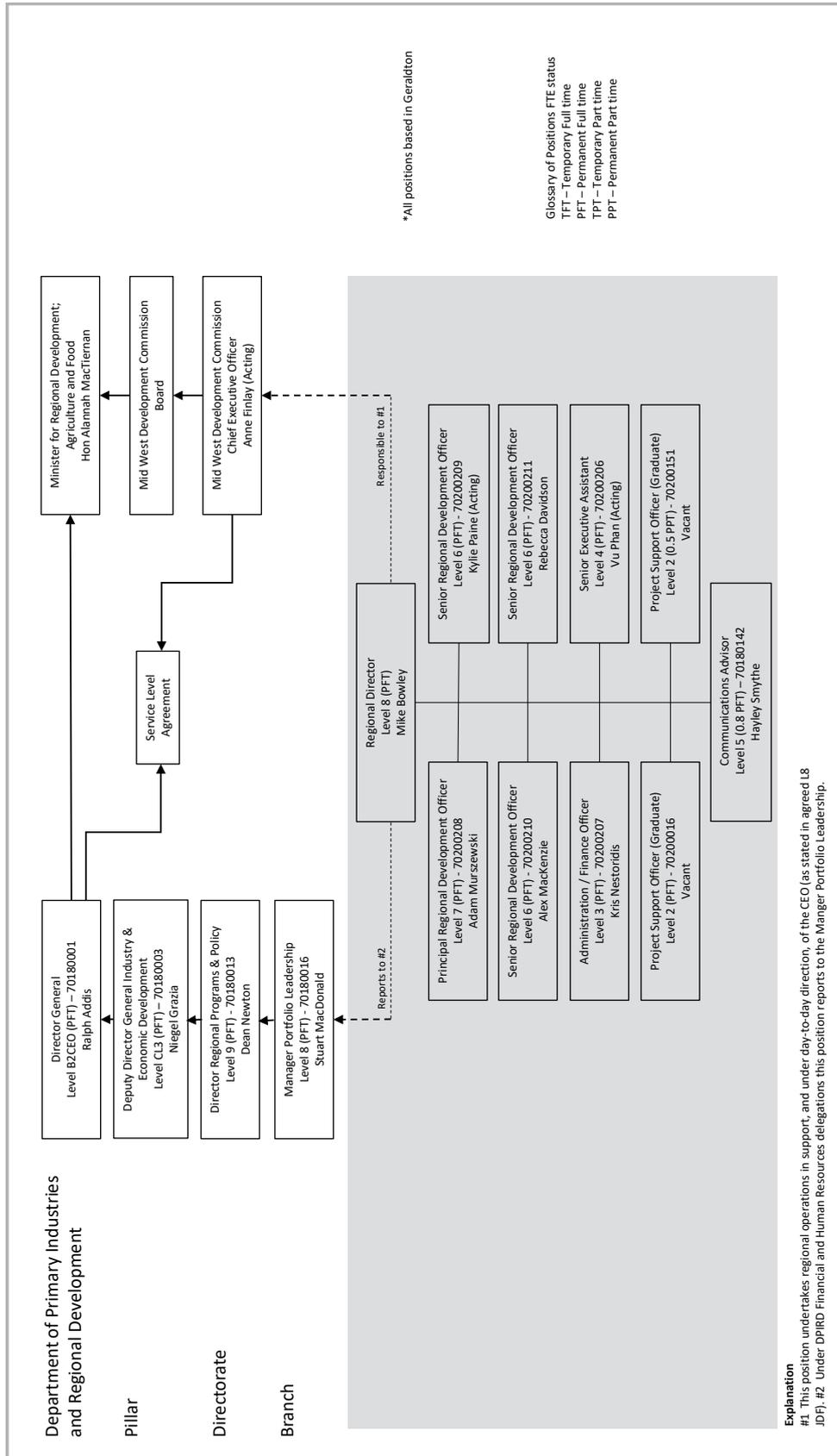
### Strategic Directions

The Commission's future direction is established under its Strategic Plan, supported by an annual Business Plan that identifies key project / priority deliverables for each financial period.



# Organisational chart

For the year ended 30 June 2021



# Board of the Authority

The Mid West Development Commission is managed by a Board of regional representatives comprising Local Government, Community and Ministerial appointments. The following Board members served during 2020-21. The MWDC Chief Executive Officer is an ex-officio member of the Board.



## Tim Glenister

Chair

Tim has an extensive history serving Main Roads, throughout regional WA. His early career as Regional Manager took him to the Wheatbelt, before venturing to the Pilbara and then finally choosing to settle in the Mid West. Tim was the most senior representative in the Mid West region for Main Roads WA for more than 10 years and he has first-hand knowledge of projects in the Mid West dating back to the early 1980s, working on the Oakajee Infrastructure Planning, the Geraldton Southern Transport Corridor, and Geraldton North-South Highway Planning projects. Tim commenced his tenure as MWDC Chair in 2020 as a Ministerial appointment.

## Craig Patterson

Deputy Chair

As Managing Director of civil and earthmoving company Centrals, Craig continues to have a hands-on role in day-to-day operations, focused on building lasting opportunities for local Aboriginal groups. Craig was instrumental in the establishment of the Bayalgu Indigenous Pre-Employment Training Program, an Aboriginal pre-employment initiative, and has previously served as President of the Mid West Chamber of Commerce and Industry. Craig joined the MWDC Board in 2019 as a Community appointment.



## Karen Chappel

Board Member

Karen has been Shire President at Morawa since 2009, President of the Northern Country Zone of WALGA, State Councillor of WALGA and was recently awarded a Life Membership of WALGA. She is a Board member of the Local Government Advisory Board, Rural Financial Counselling Services WA, Primary Production Services and Desert Blue Connect. Karen has a Diploma in Local Government (Elected Member) and is a Graduate of the Australian Institute of Company Directors (AICD). Karen was a Local Government appointment to the Board in 2018.



## Our Board continued

### Carole Minney

Board Member

Carole is a Community representative on MWDC's Board with support from the Western Australia Centre for Rural Health (WACRH) and Midwest Aboriginal Organisations Alliance (MAOA). Carole is a Malgana Woman from Shark Bay. She lives and works in Mount Magnet and has been a strong voice for the social and economic development of the whole Murchison sub-region. Carole has a strong background in health, education, employment, training and Indigenous community engagement. Carole was a Community appointment to the MWDC Board in 2018.



### Emma Foulkes-Taylor

Board Member

Emma and her family live on a sheep station in the Murchison Shire, for which she has been a local government Councillor since 2015. Emma is a committed and active member in both the Murchison and Mullewa communities, with executive roles in several community groups. From tutoring her own children through School of the Air, Emma has a strong interest in rural education. She was President of the Isolated Children's Parents' Association (ICPA) of WA from 2008-2011 and a co-founder of the ICPA Midwest Branch, of which she was President for six years. Emma has completed the AICD Company Director's course and was a Local Government appointment to the Board in 2020.



### Hayley Palmer

Board Member

Hayley oversees the general management of Dongara-based distillery, Illegal Tender Rum Co and associated restaurant, The Common Place. She is passionate about sustainable tourism and in 2019 was awarded Tourism Council WA's Sir David Brand Young Achiever Medal for her contribution to the positive image of tourism in WA. Hayley plays an active role in our tourism and food industries, as a board member for Tourism Geraldton Mid West and the Mid West Food Industry Alliance. She is also a dedicated community member, as Shire of Irwin Councillor since 2019 and vice chair of St John Ambulance in Dongara. Hayley was a Community appointment to the Board in 2000.





## Anne Finlay

Acting Chief Executive Officer (from 1 January 2021)

Anne is Acting Chief Executive Officer of MWDC and is an ex-officio member of the Board by virtue of this position. Anne has worked in the public sector for 20 years, including over a decade with MWDC, and prior to this, time with Police, Water and Environment. She has extensive experience in economic infrastructure project management and has a Master of Business Administration in Logistics and Supply Chain Management through the Australian Institute of Business.

## Retiring Board members during 2020-21



### Todd West

Chairman  
To 7 August 2020



### Lara Dalton

Deputy Chair  
To 28 August 2020



### Gavin Treasure

CEO (Board ex officio)  
To 31 December 2020

## Administered Legislation

The Mid West Development Commission also administers the following related Acts:

- Geraldton Foreshore and Marina Development Act 1990
- Geraldton Sailors and Soldiers' Memorial Institute Act 1929
- Geraldton Sailors and Soldiers' Memorial Institute Enabling Act 1934
- Geraldton Sailors and Soldiers' Memorial Institute (Trust Property Disposition) Act 1938

## Other Key Legislation impacting on the Agency's activities

In the performance of its functions, the Mid West Development Commission complies with the following relevant written laws:

- Regional Development Commissions Act 1993
- Disability Services Act 1993
- Electoral Act 1907
- Equal Opportunity Act 1984
- Financial Management Act 2006
- Freedom of Information Act 1992
- Industrial Relations Act 1979
- Minimum Conditions of Employment Act 1983
- Occupational Safety and Health Act 1984
- 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
- Workers Compensation and Rehabilitation Act 1981

# Performance Management Framework

## Outcome Based Management Framework

Broad government goals are supported at agency level by specific outcomes. Agencies deliver services to achieve these outcomes. The following tables illustrate the relationship between the Commission's services and desired outcomes, and the government goal they contribute to.

Government Goal	Desired Outcome	Services
Stronger focus on the regions:  Greater focus on service delivery, infrastructure investment and economic development to improve the overall quality of life in remote and regional areas.	An environment conducive to the balanced economic and social development of the Mid West region.	Regional Development

### Service: Regional Development

To assist the development of infrastructure and services, and contribute to economic diversity, growth and employment in the Mid West region.

### Changes to Outcome Based Management Framework

The Commission's Outcome Based Management Framework changed on 3 June 2021. Prior to this date, MWDC reported against three separate service areas; namely Information and Advice; Investment Facilitation; and Infrastructure and Services Development in the Mid West.

As of this date, MWDC reports against one Service area - Regional Development. Details in this annual report reflect this change.

### Shared Responsibilities with Other Agencies

The Commission did not share any responsibilities with other agencies in 2020-21.







# AGENCY PERFORMANCE

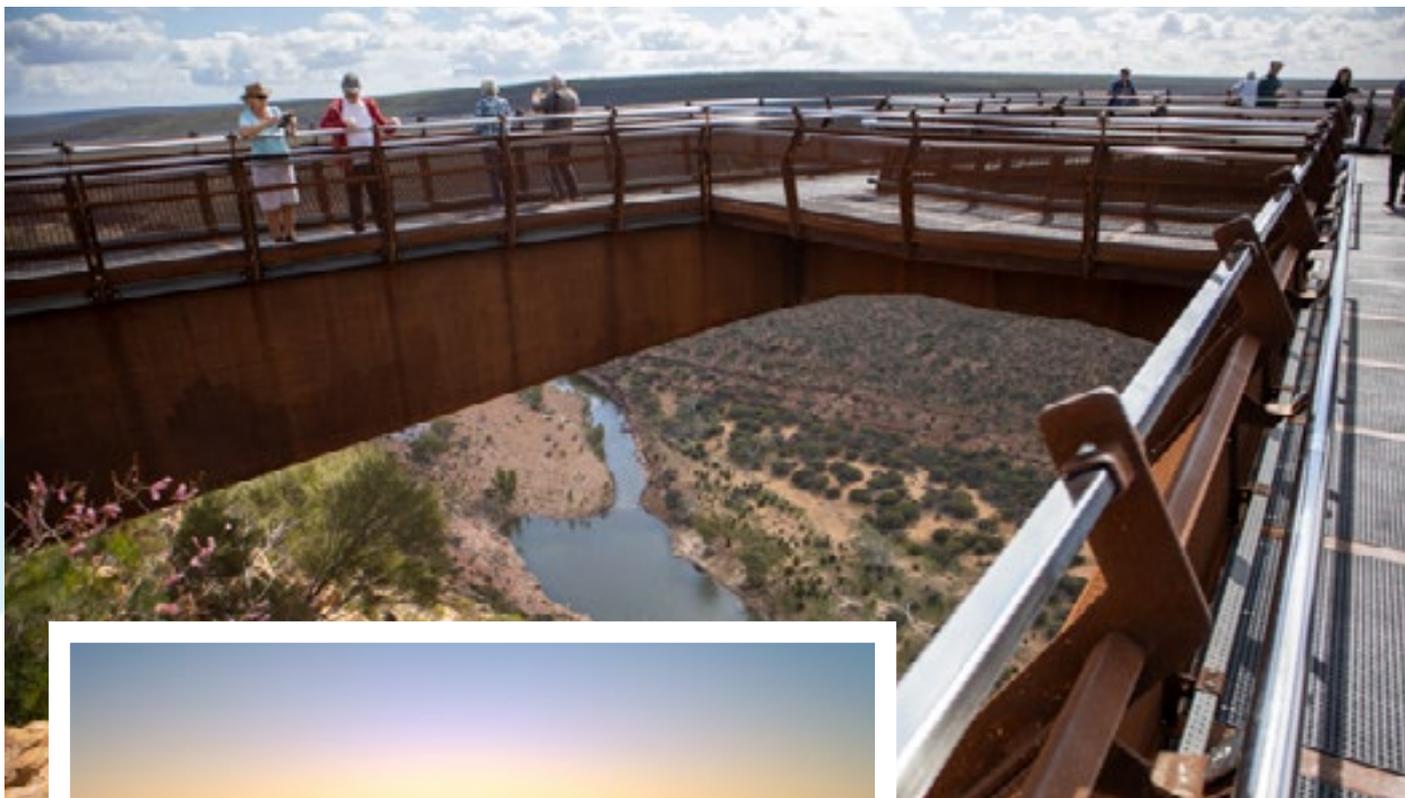
<b>1. Organisational Excellence</b>	<b>22</b>
<b>2. Normalise Regional Living Standards</b>	<b>30</b>
<b>3. Aboriginal Economic Development</b>	<b>36</b>
<b>4. Grow Existing, and Find and Develop New, Non-Renewable Resource and Related Industries</b>	<b>40</b>
<b>5. Grow Existing, and Find and Develop New, other Alternative Industries</b>	<b>44</b>

**Mid  
West**

# ORGANISATIONAL EXCELLENCE

MWDC has provided a central point of coordination and contact for various economic development and community stakeholders within and outside the Mid West. The agency worked in partnership with all tiers of government, business and the community, providing information and advice to maximise economic development and employment opportunities for the region.

The Commission has worked with stakeholders to raise awareness of the Mid West region, its natural advantages and opportunities and the challenges limiting further development. MWDC shared its networks and knowledge of regional infrastructure (hard and soft) to help activate projects and supported a number of current and legacy State Government funding schemes.



## Mid West Investment Plan

MWDC works to facilitate economic development through strategic initiatives that support communities and businesses in the Mid West.

The Mid West Investment Plan (MWIP) provided \$127.9 million to 37 projects with an estimated total cost of \$218 million.

During 2020-21 there were five previously funded projects requiring support through delivery and acquittal; namely:

- Kalbarri Skywalks and National Park Infrastructure Project, which was launched in June 2021 and acquitted during 2020-21;
- Dongara to Northampton Strategic Corridor Planning Study, to provide a fit-for-purpose, alternative coastal route for heavy vehicle traffic flows through the region (ongoing);
- Beresford Foreshore Coastal Protection and Enhancement Project, which is complete but has savings that are still to be allocated;
- Replacement of Ballinyoo Bridge over the Murchison River and extension of the sealing for the southern approach, which is pending acquittal; and
- Site investigations, remediation and planning for the Batavia Coast Marina Stage 2 (BCM2) redevelopment, with site reclassification complete, but savings to be invested in site enabling infrastructure in 2021-22.

## Regional Economic Development Grants

The Commission administered Round 3 of the Regional Economic Development (RED) Grants with ten recipients awarded grants to the value of \$1,040,324.

### Regional Economic Development Grants Funded projects for 2020-21

Organisation	Project	Funding (ex GST)
J&L Hirst Pty Ltd ATF the Hirst Family Trust	Install the first heavy vehicle brake tester into the Mid West region to improve road safety and build on heavy vehicle serving capabilities	\$66,700
Shire of Wiluna	Develop a culture tourism precinct connected to the Tjukurba Gallery to promote the Aboriginal heritage of the area	\$132,400
Shire of Chapman Valley	Install a communications tower at popular wind surfing location, Coronation Beach, providing public wifi, internet and NextG connection capacity to support safety and promote tourism	\$23,300
The Trustee for the Kempton Trust	Expand accommodation options in Kalbarri by adding four glamping luxury tents to the Rainbow Jungle tourist facility	\$79,790
ABC Foundation Ltd	Expand the Food for the Mob On Country Kitchen program to include a mobile meal service and on-site Aboriginal catering for tourism and community events using a purpose built food van based in Geraldton	\$39,204
Burnt Barrel Pty Ltd ATF the Csepany Family Trust	Expand the Burnt Barrel outback food business to include a new enclosed area at the restaurant and a nature based playground, encouraging the family market	\$67,340
Sun City Produce Pty Ltd	Transition horticultural production at Sun City Produce farm to full hydroponics by desalinating the scheme water to improve water quality and enable year round production of alternative and new crops, and to target export markets	\$230,000
McWhite Pty Ltd ATF the McWhite Unit Trust	Enable Seaspray Beach Holiday Park in Dongara to connect to the reticulated sewerage scheme, facilitating the next stage of expansion as per the Local Development Plan	\$153,910
Floros Follies Pty Ltd	Update accommodation options available at the Greenhead Caravan Park to attract more visitors to stay in the area	\$150,000
Kutkabubba Aboriginal Corporation	Increase sandalwood harvesting capacity by investing in harvesting machinery and operator training, enabling support for local community housing, education and infrastructure	\$97,680
<b>10 PROJECTS</b>	<b>TOTAL</b>	<b>\$1,040,324</b>



## COVID-19 and other disaster recovery efforts

Through the year MWDC has played an ongoing role in continuing to feed on-the-ground intelligence through to central state government agencies in connection to the evolution of the COVID-19 situation. The stability of the situation in Western Australia has allowed Commission staff to resume regular portfolio management roles, albeit with a close watching brief on the aviation and tourism sectors, which were directly impacted by the COVID restrictions.

Over the second half of the year, MWDC has also become active in monitoring the second order impacts in the housing and labour markets. The return of the McGowan administration at the March election has seen a particular emphasis on the housing and labour market situation, with a stronger emphasis on the development of regional insights and direct government investment and activities to ameliorate these shortages.

In April, Tropical Cyclone Seroja also heavily impacted our region's community and again meant there was a further short-term role for MWDC to leverage its regional networks to guide State and Commonwealth assistance to the disaster recovery effort. The Category 3 cyclone devastated hundreds of properties and a significant portion of the electricity and transmission and distribution network, as well as communications networks.

It has been pleasing to see Western Power's swift and substantial response to restoring the network damage and the broader State government response and funding initiatives for our impacted communities.

## CASE STUDY

### Geraldton Tourism Jetty Infrastructure Project

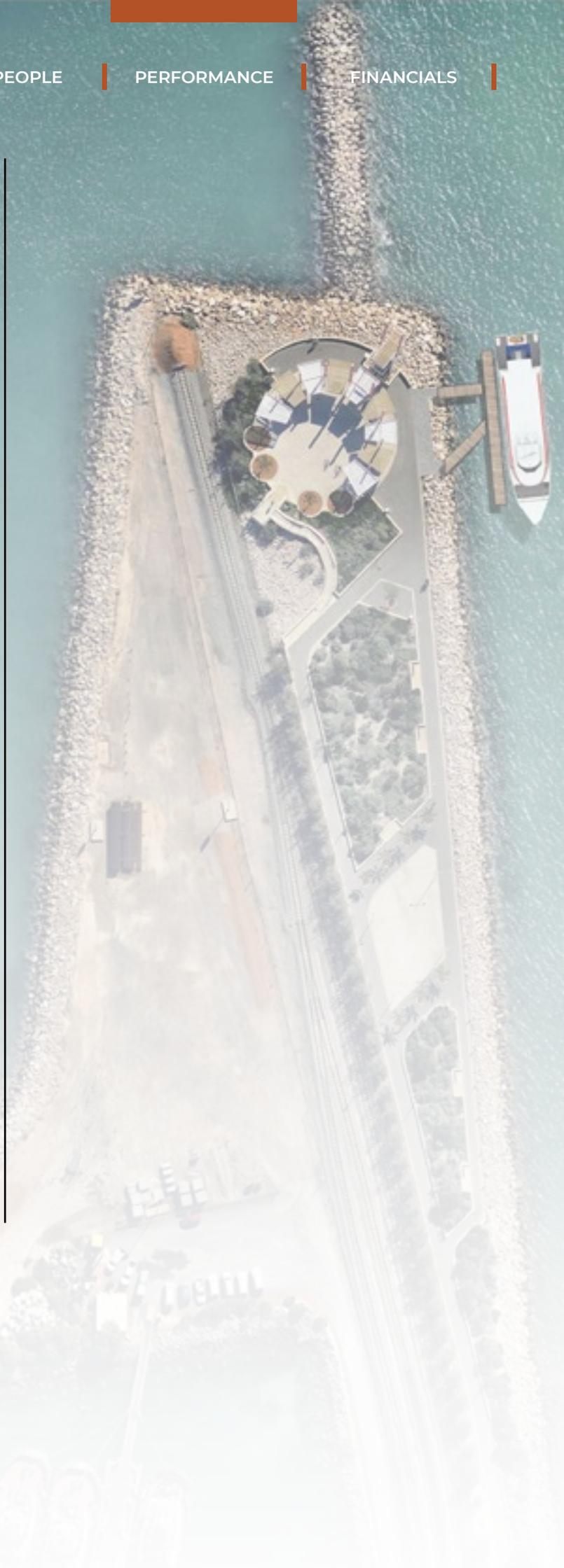
Using interest from the Beresford Foreshore Project, MWDC led the development of a business case, engineering and economic modelling for the establishment of high speed vessel jetties at the Batavia Coast Marina and Eastern Breakwater to support Abrolhos Islands tourism and other commercial maritime ventures.

The business case helped secure \$3 million for delivery, which was announced jointly by Minister Saffioti (Minister for Transport; Planning; Ports) and Minister MacTiernan in August 2020. Project planning commenced soon after.

For various financial and regulatory reasons, early in 2021, Minister Saffioti resolved to invest the full \$3 million into the larger passenger jetty and landside infrastructure at the Eastern Breakwater.

This jetty will support larger vessels that are more likely to provide Abrolhos Islands experiences, as well as the growing number of large 'white boats' that visit Geraldton during the peak tourist season. Works will be undertaken by the Midwest Ports Authority, which are expected to commence in Q3 2021 as a design and construct tender. It is hoped the jetty will be available for the 2022 Easter tourism season.

Capacity constraints at the Batavia Coast Marina are being addressed separately by the Department of Transport. It is hoped that any future solution will also include a smaller public jetty near the Geraldton Museum, to complement the rich Batavia maritime history experiences on offer and service those smaller commercial operators within the Marina.



## CASE STUDY

### Illegal Tender Rum Co Regional Economic Development Grant

Illegal Rum Co is an internationally recognised, award winning Australian rum distillery based in Dongara. Illegal Tender Rum Co increased its production capacity by 300% with the purchase of additional distillery equipment and has expanded its tourism facilities to meet the needs of large tour coaches.

Funding for the expansion was provided by the State Government through a \$137,000 Regional Economic Development grant. The introduction of three new fermentation tanks, a bottle rinser, mash tun and still enabled the company to increase its production from 3000 bottles per month to 9000 per month.

This meant Illegal Tender Rum Co could commit to ranging its products state-wide with Dan Murphy's retail outlets (24) and online, BWS retail outlets (92) and online, Coles Express retail outlets (33) and selected independent bottle shops, Cellarbrations and The Bottle O's.

With production shored up, the company have been able to focus on international trade relationships and identifying new export markets, such as Canada.

The tourism facility expansion provided local employment during the construction phase and now features an outdoor dining area that can accommodate over 50 people, ablution facilities and a commercial kitchen.

Illegal Tender Rum Co has created partnerships with local producers to feature meats, cheeses, oils, bush tucker relishes and bread.

The expansion has facilitated upskilling of the existing workforce with forklift tickets, brewer's foundations qualifications and marketing training and will enable the company to take on a new employee in a traineeship role to support the tourism offering.

There have been flow-on benefits to the Shire of Irwin as a direct result of employment creation, developing a culinary tourism product for the region and maintaining the Shire's human capital.



## CASE STUDY

### Southern Rangelands Pastoral Alliance

In 2020, industry secured Government support to establish a Southern Rangelands grower group as part of the Grower Group Alliance network, with facilitation by MWDC .

The rangelands of WA provide support to major industries in our region, such as resources and energy, tourism and pastoral production, however there has been a steady decline in pastoral land condition over the past 75 years.

While the State Government has made a number of significant investments, and strategies, to address this decline, the formation of the Southern Rangelands Pastoral Alliance (SRPA) confirms it is imperative to have an industry-led approach to address landscape function improvement. SRPA will also build the production capacity of the rangelands and ensure a community approach to building industry capacity.

The grower group is focused on collaborative research, development and implementation for sustainable pastoral production and diversification of the Southern Rangelands, which stretches from the Gascoyne, through the Murchison and Goldfields, to the Nullarbor.

The SRPA will assist the pastoral industry in three ways; it will build capacity of both skills and business, facilitate collaboration on common issues and community-led action, and serve as a central hub between the pastoral industry, Government and agribusiness enterprises.

Further, the SRPA will enable an industry-led approach to address landscape function repair for sustainable production improvement across the Southern Rangelands.

MWDC has helped drive the development of this new grower group.

The Commission was instrumental in delivering the October 2020 Roundtable meeting at Mount Magnet, provided support for an Interim Executive Officer and committed funds through a Memorandum of Understanding with the SRPA to assist the group with general establishment, administrative protocols and activate planning and group development.

This position is based in the MWDC office in Geraldton, a location that provides leadership and peer support as well as office space and equipment. DPIRD has underwritten the Executive Officer position for a further 12 months in connection to its Southern Rangelands Revitalisation Project that commenced in April 2021.



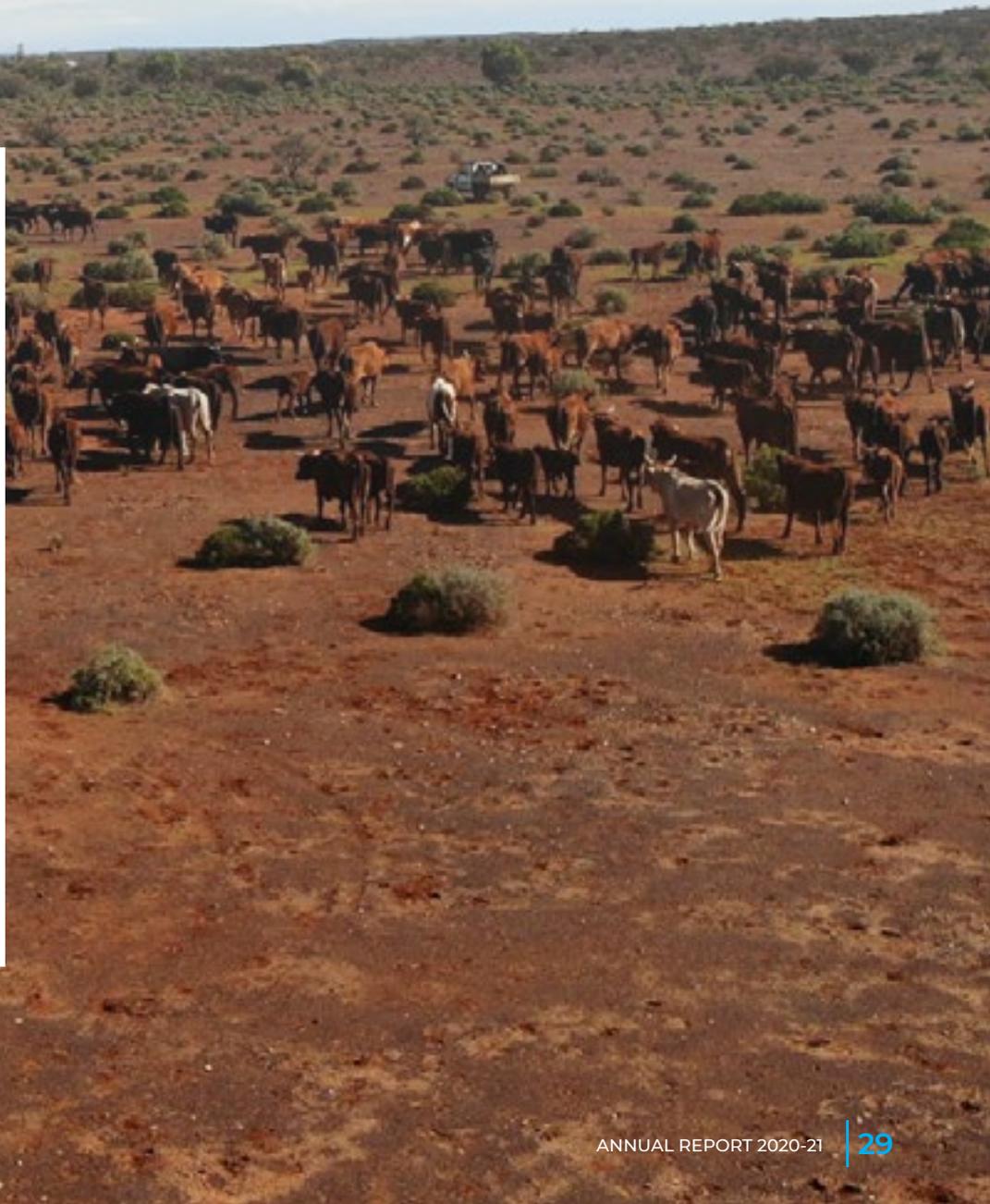
SRPA is now incorporated as a not-for-profit community association and is approved as a full member of the Grower Group Alliance.

The interim committee comprises:

- Debbie Dowden (Challa Station);
- Jim Quadrio (Granite Peak Station);
- Liam Johns (Killara Station);
- David Hammarquist (Mount Augustus Station);
- Phil Logue (Central Wheatbelt Recognised Biosecurity Group);
- Tom Foulkes-Taylor (Yuin Station);
- Trevor Hodshon (Atley Station); and
- Gemma Cripps (Gabyon Station).

Since its formation, the SRPA has:

- Held nine committee meetings and two strategy meetings
- Attended the DPIRD Revitalisation project workshop in South Perth, the Climate Resilience Forum, and the Grower Group Alliance annual forum
- Hosted two field days
- Presented to the Murchison Executive Group
- Developed a Business Case in aid of seeking future support.



## 2

# NORMALISE REGIONAL LIVING STANDARDS

MWDC recognises that a high level of liveability and connectivity is critical towards ensuring that the Mid West is competitive as an investment and lifestyle destination. MWDC is focused on working with regional stakeholders to improve access to education and health services, maximise opportunities, and enhance quality of life. In order to build key sector capacity and to cater for community and regional growth, MWDC continued to play a lead role working across industry and government to deliver greater housing choice.



## Regional Housing

MWDC has taken a lead role in addressing housing issues affecting Mid West communities and key sectors. Across the region, there is a need for greater variety of housing product to attract and cater for the transient, contract and service workers (key workers) typically employed in the tourism, construction, and mining/resources sectors.

Responding to what has been termed a 'rental crisis' for Geraldton, MWDC has led a collaborative approach, working with key stakeholders across industry and local government to identify and progress solutions. As the regional centre, addressing population decline and enhancing housing capacity in Geraldton will deliver benefits for the city and the wider region. A lack of density and vibrancy is inhibiting CBD revitalisation, resilience of local businesses and destination development, and is limiting housing choice.

A number of initiatives are currently being progressed, including the use of State Government funding to leverage private sector investment to deliver increased housing choice in Geraldton. An initial site has been identified and proposals will soon be sought from the development sector. The project will serve as a catalyst for further investment to complement CBD revitalisation goals.

A Geraldton Housing Market Analysis is expected to be completed late in 2021. This will ensure that future efforts are informed by an understanding of market trends and are responsive to the needs and commercial considerations of the development sector, prospective residents and local property owners.

In the months prior to Tropical Cyclone Seroja, MWDC was liaising with key agencies and local governments to draw attention to the accommodation needs of service workers typically employed in tourism and hospitality. A lack of accommodation at an affordable price-point has emerged as a strategic capacity issue for some time.

At the March 2021 State Government election, the McGowan Government committed to deliver worker accommodation to help address this problem in Geraldton. MWDC has since taken a lead role to deliver this election commitment. An expression of interest process will be undertaken early in 2021-22 and construction is expected to commence early in 2022.

Recognising that a lack of housing choice is also a problem facing the wider Mid West, MWDC has been liaising with local governments and partner agencies to better understand their respective needs. These initiatives will provide direction for a wider approach geared at ensuring greater housing choice for Mid West communities.

## Local Content

Promotion of tender opportunities on a weekly basis continued, with the expanded scope to incorporate tenders advertised through all local government agencies, and Government Trading Enterprises (GTE's).

Project specific involvement included the Geraldton Health Campus (including direct engagement of an Aboriginal business in some of the forward works), active participation in a procurement working group for the Square Kilometre Array (SKA) project through Square Kilometre Array Observatory (SKAO), and working with Midwest Aboriginal Organisations Alliance to develop an Aboriginal business participation strategy for the Geraldton Aboriginal Short Stay Project.

A focus on developing relationships with regional Aboriginal businesses was at the forefront of local content advisory goal setting. Facilitating a start-up meeting between Aboriginal business and the Mid West Chamber of Commerce and Industry, with a view to creating an Aboriginal business sub-committee within the Chamber, was a recent outcome.

The roll out of the Buy Local Policy 2020 and release of the Procurement Rules 2021 were the most significant policy developments over the year and have aided greatly in local content outcomes.

Some projects activities over the past 12 months that benefitted from the from Buy Local or regional procurement policies, and engagement with the Local Content Adviser in MWDC include:

- Local Aboriginal owned business Boodjera Construction won a tender for Kalbarri High School;
- Step Up Step Down Mental Health Support Project delivered by Crothers Construction;
- Local sub-contractors secured works in Stage 1 of the Geraldton Health Campus through liaison with the Builder and Department of Finance Project Manager;
- GBSC Yurra, an Aboriginal JV business won the tender for construction of four houses for Department of Communities in Mullewa; and
- Assisting in development of project specific Local Business Engagement Plans for tenders in consultation with Department of Finance to optimise local content outcomes.



## Digital Connectivity

Digital technologies are having a profound impact on the way we conduct business, deliver education, experience entertainment and on life in general. Access to new digital tools can open doors to opportunities that bring significant economic and cultural benefits and can ultimately result in social advantage, higher incomes and a higher standard of living.

Access to reliable high speed broadband infrastructure has the potential to transform communities and all sectors of the economy, including but not limited to education, health, tourism, small business, professional services, construction, manufacturing, emergency services and all forms of primary production.

Yet, because of the distances required to reach many Mid West communities and relatively small population bases, a reasonably significant percentage of the community has lived and worked in areas where the availability of high-speed internet connectivity is grossly inadequate by metropolitan standards or even absent altogether. However, this is changing.

With early leadership from MWDC, DPIRD delivered a number of initiatives that have elevated Mid West urban and grainbelt areas from some of the most poorly-served areas to some of the best-performing areas in the world.

Virtually all of the Mid West grainbelt now has access to high-speed (>100mbs), high capacity broadband internet. This includes most of the local government areas of Northampton, Chapman Valley, Greater Geraldton, Irwin, Mingenew, Carnamah, Morawa, Three Springs, Perenjori and Coorow, and south of the Mid West into the Shire of Dalwallinu (32,000km<sup>2</sup>).

Built and operated by 100% local service providers and local labour, new world-class fixed wireless internet services are available at farms sites, in some cases delivering speeds of more than 200mbs with end-user costs comparable to Perth.

Mobile connectivity also plays a major role in global-competitiveness. The Mid West has been successful attracting a significant share of Mobile Blackspot towers in Round 5A of the Regional Telecommunications Program. Ten new towers were funded across the region, including three new towers to be erected south of Dongara, along the Indian Ocean Drive black spot areas.

## CASE STUDY

### Geraldton Yacht Club pen redevelopment

MWDC contributed \$20,000 toward an upgrades staging plan for Geraldton Yacht Club to assess the future investment requirements in boat pens within Geraldton's Batavia Coast Marina.

The arrangement utilised interest earned on State Government funding for the Beresford Foreshore Coastal Protection and Enhancement Project, with a co-contribution from the Geraldton Yacht Club (GYC).

Thirty nine (39) boat pens, owned by GYC, are up to 20 years old and require upgrades or replacements to ensure these important assets are sustained.

The work helped advance planning from the concept stage to a detailed master plan considering future target pen mix, vessel sizes and other desired marina elements such as boat ramps, to maximise the functionality and safety of the marina.

A staging plan for carrying out the jetty upgrades/replacements and maintenance includes an estimation of construction costs for the preferred option.

This funding was a critical early investment in the planned transformation of this key economic activity precinct and complements a previous State Government commitment of \$3 million to help build two new purpose-built jetties in Geraldton.

This investment is critical to the State's plans for Mid West tourism and will help activate a key marine precinct on the iconic Geraldton coastline.

Local marinas helping to boost tourism and boating opportunities to encourage more people onto the water, support small businesses and are community assets for locals and visitors to use and enjoy.

## Film Friendly

Western Australia is becoming a popular filming destination, with a number of series and films in progress in the Mid West.

The Commission has been working behind the scenes with Screenwest to negotiate the greatest possible regional outcomes from every production, via the State Government's Western Australian Regional Film Fund.

The fund enables strategic investments that encourage regional film industry activity, build local capacity and contribute to the liveability and vibrancy of regional Western Australian communities.

There is a particular focus on encouraging purchasing goods and services in the region in which the film is taking place, capitalising on tourism development opportunities, facilitating local employment and establishing longer term economic and cultural benefits in the region.

The Furnace, the Mid West's first major feature film, a 1890s gold-rush story with an Afghan cameleer and a bushman, received resoundingly positive reviews at the Venice Film Festival and is due for release in early December.

It had an estimated expenditure of \$1.2 million in the region with 55 cast and crew spending 45 nights in Mount Magnet, Yalgoo and Kalbarri during filming.

Behind the scenes interviews with local businesses in Mount Magnet on the positive effects of having the feature film come to town have been produced.

MWDC also negotiated for two student interns on set during their time in Mount Magnet and Kalbarri, to learn the ins and outs of the business.

In addition, The Furnace producers and cast members hosted a presentation with Mount Magnet students to highlight career pathways into the screen industry.

The Commission also supported Star Dreaming, a 180-degree immersive Full-Dome feature drama that has been developed in close partnership with Yamatji Arts.

Deep in the Murchison, on the land of the Yamatji people, will sit the world's largest radio telescope - the Square Kilometre Array (SKA). This state-of-the-art SKA radio telescope has been decades in the making and will be able to pick up radio waves that have taken billions of years to get to Earth - it will allow scientists to look back further into the universe than ever before.

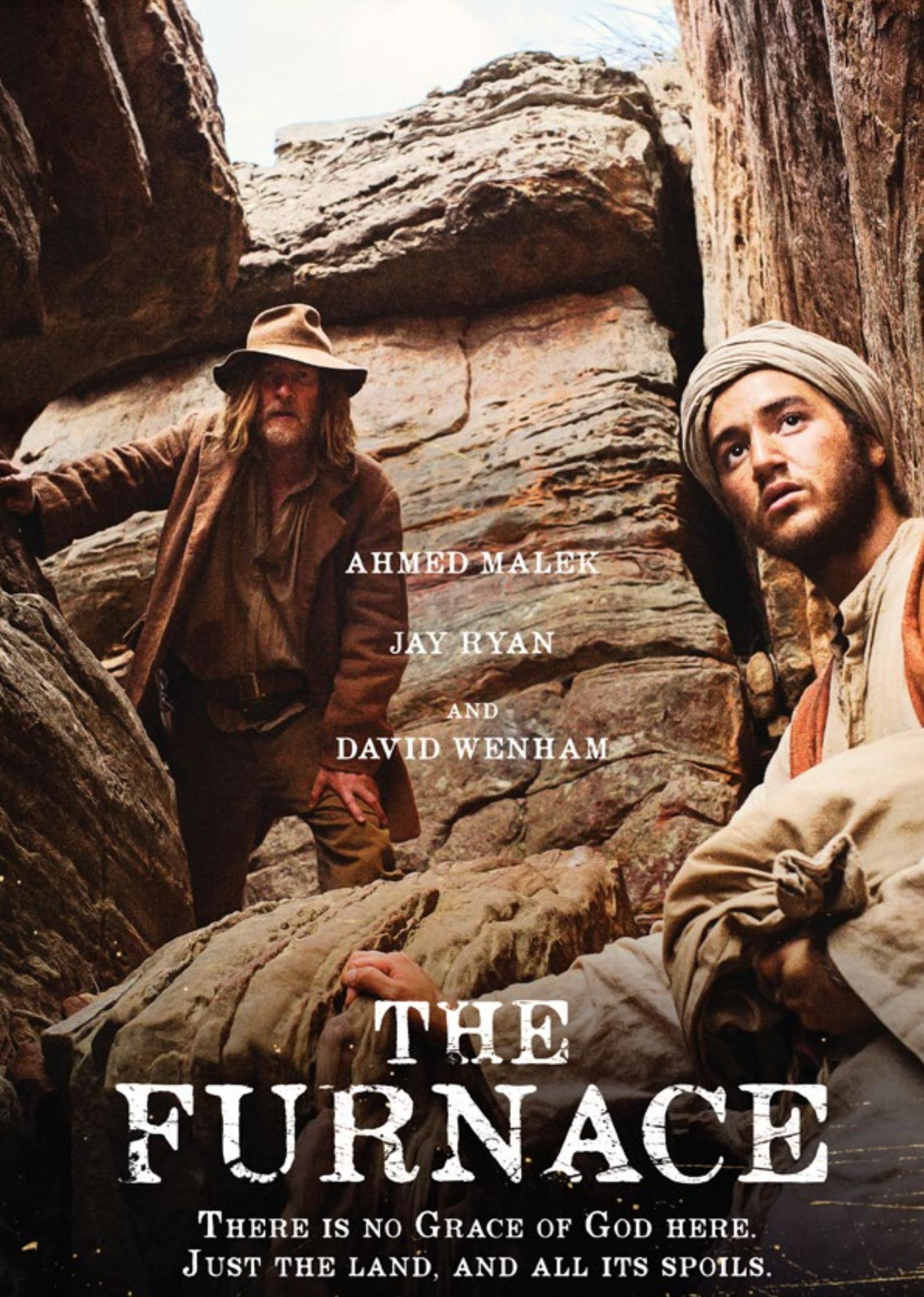
Aboriginal People have gained meaning from the stars for over 60,000 years, making them some of the oldest astronomers on earth. Star Dreaming is an art-meets-science collaboration for all ages.

The movie is a journey through science and Aboriginal culture; fusing live action with cutting-edge CGI technology and astrophysics, featuring animated Aboriginal artworks and graphic recreations of the constellations. The film is narrated by one of Australia's best known performers and Yamatji man, Ernie Dingo.

Yamatji artists Margaret Whitehurst, Wendy Jackamarra and Charmaine Green, as well as Barbara Merritt and Kevin Merritt, are featured in the documentary, alongside their artwork of famous star patterns such as the Seven Sisters, the Jewellery Box and one of the most important star stories to the Yamatji people – the Emu in the Sky.

Roni Jones and Lily Mae Kerley also provided coordination and logistic support. Further, two local students were cast in lead roles, Lucia Richardson and Max Winton, benefitting from professional acting training.

The Commission will continue to play an important role in negotiating for regional economic benefit, with more series continuing to scope shooting locations in the Mid West.



AHMED MALEK

JAY RYAN

AND

DAVID WENHAM

# THE FURNACE

THERE IS NO GRACE OF GOD HERE.  
JUST THE LAND, AND ALL ITS SPOILS.

# ABORIGINAL ECONOMIC DEVELOPMENT

The MWDC understands the vital importance of Aboriginal people, their traditions and culture to the regional economy. MWDC has actively incorporated Aboriginal economic development outcomes in all projects and activity areas, including tourism, infrastructure, mining, agribusiness, industry development, local content and liveable and connected communities.



## Yamatji Nation Indigenous Land Use Agreement

Following the landmark Indigenous Land Use Agreement (ILUA) settled in 2020, MWDC continued to work with the Yamatji Southern Regional Corporation (YSRC) to facilitate economic and social outcomes for the Yamatji Nation and Mid West community.

The Agreement provides an enduring benefits package to ensure self-determination and long-term economic independence for the people of the Yamatji Nation and comprises the following components: cash; economic development opportunities; cultural heritage protection measures; recognition of native title; housing; governance; land; and conservation estate as well as access to water.

YSRC is the regional entity responsible for implementing the Yamatji Nation Agreement. The State Government, through MWDC, has committed \$8.92 million to develop tourism ventures in Geraldton and the Mid West region.

Key elements of the tourism component are Pink Lake and Lucky Bay lands (referred to collectively as the Hutt Lagoon Tourism Sites) within the Shire of Northampton, south of Kalbarri. The marine and terrestrial environments at both sites have significant natural attributes and cultural importance.

It is envisaged that low-intensity nature-based and cultural tourism may form a central theme in attracting investment and visitation to the site.

MWDC facilitated the engagement of a consultant to undertake commercial analysis of tourism opportunities, liabilities and risks associated with the proposed Hutt Lagoon Tourism Sites. This work will inform the future planning and design of Pink Lake and Lucky Bay tourism infrastructure, to offer the best chance of future economic returns and sustainability for the Yamatji Nation.

A Tourism Working Group has been established to support delivery of Pink Lake and Lucky Bay planning and infrastructure and MWDC continues to work alongside the group to develop a broader Yamatji Tourism Strategy at a later date.



## CASE STUDY

### Regional Economic Development Grants

MWDC used the Regional Economic Development Grants to drive Aboriginal economic development in the Mid West.

- \$132,000 was awarded to the Shire of Wiluna to develop a cultural tourism precinct connected to the Tjukurba Art Gallery to promote the Aboriginal heritage of the area.
- \$97,680 was awarded to the Kutkabubba Aboriginal Corporation to increase sandalwood harvesting capacity by investing in harvesting machinery and operator training, enabling support for local community housing, education and infrastructure.
- \$39,204 was awarded to Aboriginal Biodiversity Conservation Foundation to expand the Food for the Mob On Country Kitchen program to include a mobile meal service and on-site Aboriginal catering for tourism and community events using a purpose built food van based in Geraldton.

## CASE STUDY

### Murchison GeoRegion and Walga Rock Aboriginal tourism opportunities

A Murchison GeoRegion Project Working Group (PWG) was established in December 2020 and a project management plan endorsed. This provides the PWG with a clear framework to adhere to with an agreed objective to pursue national and global geopark status when ready (and the required government frameworks are in place).

In partnership with Regional Development Australia Mid West Gascoyne, the PWG appointed its Murchison GeoRegion inaugural project officer in May 2021, and is working collaboratively to develop a new strategic plan and determine the optimal governance framework for the project going forward. This work will be finalised early in 2021-22.

MWDC also provided funding to partner the Wajarri Yamatji Aboriginal Corporation and the Shire of Cue to explore Aboriginal tourism development opportunities at two of the priority GeoRegion sites in the shire. An 'on country' community engagement session was held at Walga Rock in May 2021, with master planning now underway for Wajarri consideration.

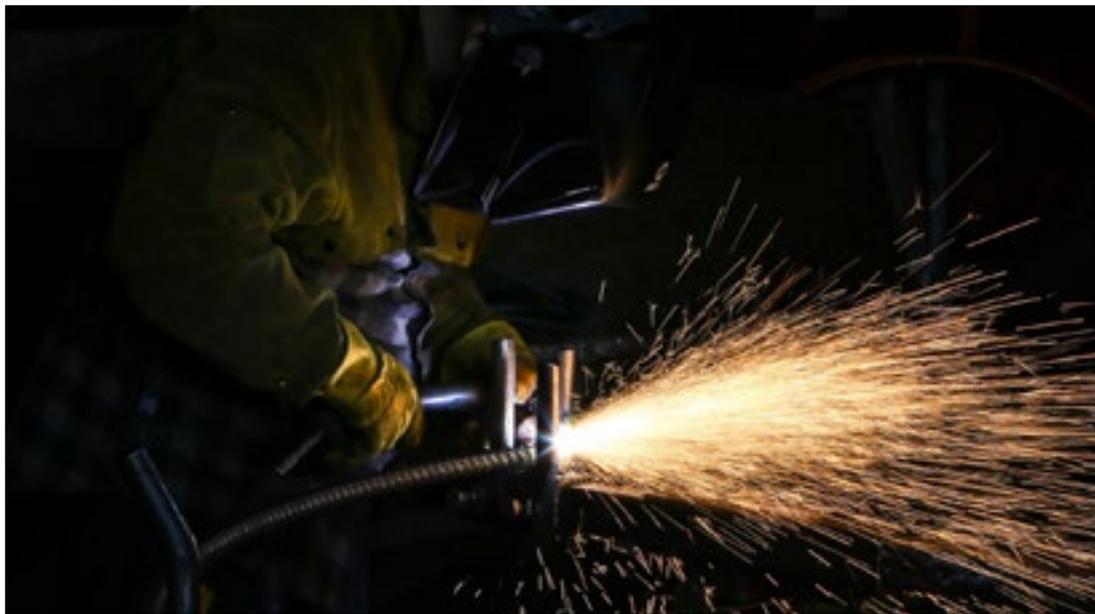
This work has a set of draft guiding principles; namely Country and Culture; Caring for Country; Strong Wajarri Future; and Shared Understanding. It is hoped that a collaborative working relationship continues that will establish strong and sustainable Wajarri tourism opportunities within the GeoRegion.



# GROW EXISTING, AND FIND AND DEVELOP NEW, NON-RENEWABLE RESOURCE AND RELATED INDUSTRIES

Mining remains the most significant economic generator for the Mid West economy. The sector is also extremely diverse with an array of different commodities mined, extracted and processed to meet domestic and international market requirements. The resources sector is expected to remain a mainstay driver of the Mid West regional economy for some time. Growth is anticipated across a range of resource sectors including gold, magnetite, vanadium and lead/silver.

MWDC has maintained close contact with all potential mine developers and sought to leverage project investment to achieve strong regional economic development outcomes (such as buy local/procurement, labour supply, education and training linkages, etc). Enabling infrastructure (such as transport, communications, land corridor access, etc) will also play a key role in unlocking project potential. MWDC has worked with key agencies and stakeholders to identify current infrastructure constraints requiring attention and jointly scoped projects to fill these gaps.



## Oakajee Strategic Industrial Area

The Commission supported the Department of Jobs, Tourism, Science and Innovation (JTSI) and Development WA (DWA) through an Expression of Interest process, which saw 65 proponents, worldwide, submit concepts to support planning for renewable hydrogen development at Oakajee.

MWDC continued to work with various magnetite interests in connection with the estate and it was pleasing to see Australian Gas Infrastructure Group, Cashmere Resources and other partners develop a series of agreements to fund a pre-feasibility study to consider multi-user pipeline infrastructure to activate the Yilgarn magnetite province, with export and processing facilities at Oakajee.

The Commission continues to work with JTSI, DWA, Midwest Ports Authority and other agencies to support these various work streams.

## Energy

MWDC has heavily supported a wide range of energy proponents over the year at various locations in the region, including at Oakajee. During the year, Strike Energy engaged with MWDC to discuss plans to develop an 1.4 million tonne per annum urea production facility at Narngulu.

This \$2.5 billion plant would use their North Perth basin natural gas resources as an input to supply the domestic fertiliser market. MWDC continues to support the Strike Energy team as it works through its detailed study process, working towards design and costings estimates and applies for environmental approvals before the end of 2021.

MWDC has also supported various applications for funding for the development of microgrids as a potential to address power reliability issues in various fringe-of-grid locations. Since the end of the financial year, this has resulted in two successful Mid West projects receiving Commonwealth funds through the Regional and Remote Communities Reliability Fund.

The successful proponents were:

- Sunrise Energy, to explore the viability of a renewable energy, micro-grid for Mullewa, to overcome complex energy reliability issues in the town, with the support of Western Power and Synergy, and
- Horizon Power, to determine the feasibility of renewable micro-grid adoption within its various Murchison town grids.

MWDC continues working with Western Power and others agencies to overcome grid reliability and capacity constraints in the Mid West. This includes ongoing advocacy to ensure the 'Whole of System Plan' for the South West Interconnected System (SWIS) caters for anticipated growth, in view of the elevated industry development interest in the Mid West and the need to cater for a potential renewable hydrogen industry.



5

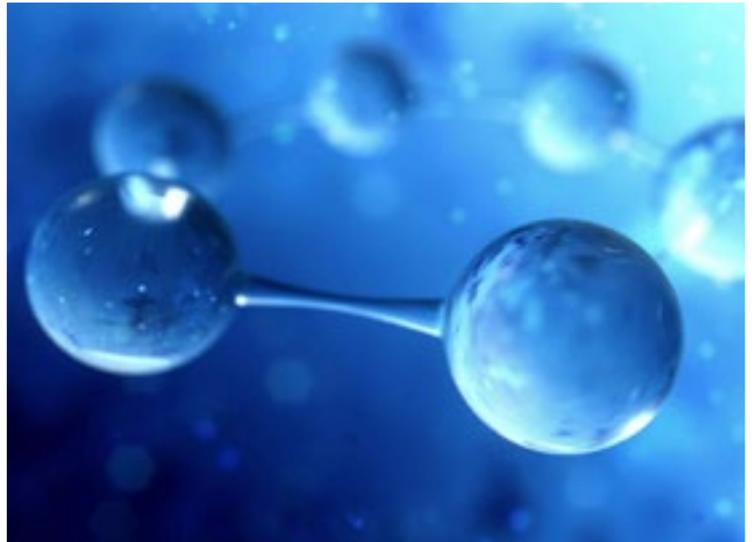
# GROW EXISTING, AND FIND AND DEVELOP NEW, OTHER ALTERNATIVE INDUSTRIES



MWDC worked in partnership with key industry and government representatives to make significant headway in a range of emerging industries, with particular focus on tourism, renewable energy and aquaculture. Such industries have a strong base in the Mid West with key competitive advantages and offer significant opportunities for further economic growth.

The Mid West region is already home to a number of renewable energy industry led projects. Due to the region's strong environmental assets (in particular solar and wind), MWDC is experiencing significant interest from proponents seeking to establish alternative energy projects in regional WA (for example, green hydrogen). MWDC will continue to support these new entrants and other associated industry development enquiries. Access to cost effective supply of both power and water is key to growing a variety of existing or new industries (for example, horticulture, mineral processing).

The Square Kilometre Array (SKA) project is a globally important initiative housed in the Mid West with potential to attract new expertise to the region and growing a skillset conducive to a modern, 'smart' regional economy. The Mingenew Space Precinct also offers exciting opportunities for people interested in the sciences; and with the SKA can help attract exciting new projects in the growing space economy. Projects such as these present unique opportunities to Mid West residents, in particular its youth.



## Renewable Hydrogen and Energy

MWDC has supported a range of energy proponents seeking to develop renewable hydrogen projects at various locations in the region, including at Oakajee.

In addition, MWDC has worked with several renewable energy proponents, including Mid West Geothermal, which secured Geothermal Special Prospecting Authority (GSPA) 2 over Mid West acreage. The geothermal project was acquired by Strike Energy in 2021 and will be developed by them.

MWDC supported BP, Hydrogen Renewables Australia, Infinite Blue Energy and other hydrogen proponents over the year. Pleasingly, BP's ARENA funded Project GERI feasibility study has recently been released, providing an evidence base for the supports needed to secure a future hydrogen industry in the Mid West.

The Commission will continue to work with JTSI's Renewable Hydrogen Unit and explore the potential to access government funding to support development.

## Tourism

### Kalbarri Tourism Recovery Project

MWDC was the primary funder of the enormously successful Kalbarri Skywalks and road sealing project, which officially opened to the public in June 2020. Visitor feedback and global interest and accolades have been overwhelming, with the Skywalk winning numerous State and National awards in engineering, building, landscape architecture, regional projects, tourism and steel fabrication.

Kalbarri National Park visitation has almost tripled from the time of the access roads being sealed in 2018 until COVID-19 closures early in 2020. Since reopening, visitation has continued to grow steadily above previous records.

Following the devastation of Tropical Cyclone Seroja on Kalbarri in April 2021, MWDC has worked closely with Tourism WA (TWA), Australia's Coral Coast (ACC) and others to determine ways of supporting the recovery of the tourism sector. A range of initiatives have been rolled out, including targeted marketing efforts by TWA and ACC to reaffirm that Kalbarri was still 'open for business'.

Recognising the significant challenges still being faced by tourism operators (damage to buildings, equipment and public amenity, accessing workers, securing limited available housing and dealing with State and National border restrictions), tourism appears to be recovering strongly.

Late in 2020-21, TWA and MWDC partnered to appoint a dedicated tourism officer to work directly with Kalbarri stakeholders and support their recovery throughout 2021-22. The project is funded primarily by TWA, with the officer hosted by MWDC in Geraldton. Additional funds are available to address damage to priority public tourism infrastructure, with the town's iconic beaches and foreshore the initial focus. A masterplan for the area will be developed, with extensive community consultation planned for October 2021.

## Sustainable Development of the Arolhos Islands

As a member of the inter-agency project team, MWDC supported the development of the Arolhos Islands National Park Management Plan. A Final Draft was released in January 2021.

MWDC worked with DPIRD to draft a Reserve Management Plan, due for release in Q4 2021. The Plan was informed through stakeholder engagement with all industries and government departments with interests in the Islands.

MWDC continued its support for tourism businesses with product development at the Islands and navigating government processes. The highlight of this was the arrival of MV2000 in May 2020, a purpose-built fast ferry owned by Arolhos Adventures. Whilst COVID-19 restricted this new venture, Arolhos Adventures has since grown passenger numbers and Island visitation.

MWDC also worked closely with Eco-Arolhos to secure suitable mooring sites to enable its high value eco-friendly tours, which have been popular and have promoted the Arolhos for many years.

An Arolhos Islands Communications Plan has been drafted by MWDC and DPIRD. The plan is intended to deliver a fit-for-purpose telecommunications/data solution that addresses and supports the Vision; 'to provide a world-class tourism experience and create new jobs and economic opportunities in the Mid West, while protecting the unique environmental values of the Islands.

As part of this initiative, MWDC and DPIRD, and the Commonwealth Government, via the State Government Regional Telecommunications Program (RTP) and the Commonwealth Mobile Black Spots Programme (with State and Carrier co-contributions) have now allocated funding to install three small cell mobile phone towers at the Islands.

These small cells will assist with improving the quality of hand-held mobile phone capacity on the Islands and will provide an estimated combined coverage of less than 90km<sup>2</sup> of hand-held coverage.

The recommended locations for the three small cells have been established through extensive consultation with the Department of Biodiversity, Conservation and Attractions, DPIRD Fisheries, Arolhos Bodies Corporate, local fishermen at the Arolhos, Mid West Gascoyne Police, Telstra and other stakeholders.

The design and tender for installation is complete, with works expected to commence in Q4 2021.

Small cells do not provide widespread coverage and are intended only as an interim measure until the next stage of the Communications Plan. This will include macrocells to provide nearly ubiquitous coverage across virtually all of the Arolhos Islands (3600km<sup>2</sup>) in all three Island groups and Body Corporate areas, along with providing access to fixed wireless internet links.



## Mid West Food Industries Alliance

MWDC has worked extensively with industry to establish and cement foundations for the Mid West food industries cluster, now known as the Mid West Food Industries Alliance (MWFIA).

This group boasts approximately 100 businesses as foundational members and brings together producers, processors, logistics and transport operators, wholesalers and retailers to grow and develop new and existing food industry businesses in the Mid West.

MWDC worked with MWFIA to secure up to \$150,000 in funding from Food Industries Australia Limited (FIAL). The Alliance is governed by a volunteer Steering Committee and is supported by its member base, key industry stakeholders and funding bodies to deliver strategic projects and services that address regional needs and priorities.

As a key stakeholder of MWFIA, MWDC will seek to drive our vision for the Mid West to be recognised as a premium, sustainable food bowl in WA.

Together with MWFIA, MWDC will continue to focus on:

- Developing a regional and globally recognised food brand;
- Increasing viability of members (through greater sales);
- Increasing the number and satisfaction of members;
- Ensuring members support other members' products;
- Creating financial sustainability for the MWFIA organisation;
- Recognising and raising the profile of the region's remarkable diversity of food producers and its food culture and associated industries;
- Working with local chefs and producers to run culinary events to showcase the high standard of Mid West produce. A signature long-table dinner event preceding the Mid West Economic Summit was one of the first held (pictured right); and
- Linking with and leveraging off existing tourism and horticulture clusters and other complementary groups to expand the Mid West's food and tourism experiences.





## Space Economy

The Square Kilometre Array (SKA) project is a global effort to build the world's largest radio telescope, with eventually over one square kilometre (one million square metres) of collecting area. The project is a collaboration of 14 (current) member countries and will be collocated in the Murchison (within WA's Mid West region) and South Africa's Karoo region.

The scale of the SKA represents a huge leap forward in both engineering and research and development to build and deliver a unique instrument, with detailed designs finalised in 2020. Procurement is now underway with capital works to begin early in 2022 and take place over an estimated 7-8 years.

MWDC has maintained its 20 year support of the SKA by developing a Mid West space economy regional benefits package to leverage regional economic development benefits from the SKA and Mingenew Space Precinct. Funding was secured in January 2021 to produce a series of plans and business cases for:

1. A dedicated SKA interpretive centre at the Murchison Settlement;
2. Sealing of the Carnarvon-Mullewa Road between Mullewa and the Murchison Settlement;
3. A masterplan for the Mingenew Space Precinct (MSP); and
4. Building 'smart' science, research and development, technical capabilities and business development by leveraging off the expertise and activities at the SKA and MSP, inclusive of the SKA Engineering Operations Centre to be developed in Geraldton.

MWDC has worked with project partners including the Shires of Murchison and Mingenew to shape the design and delivery of the project, which will become visible early in 2021-22 with several consultancies and engagement activities to take place. The resultant plans and business cases will be utilised by MWDC and project partners to seek funding for delivery of the opportunities with greatest potential.

## CASE STUDY

### Dongara Marine Regional Economic Development Grant

Enhanced manufacturing capability has been made possible through the purchase of the Mid West region's first independently available Computer Numerical Control (CNC) machine at Dongara Marine.

Dongara Marine is a shipwright and custom boat builder who has been designing and manufacturing vessels since 1975.

Funding for the equipment was provided by the State Government through a \$68,500 Regional Economic Development grant.

CNC manufacturing is used in multiple areas of the ship building/marine industry that require customised, repeatable cutting, forming and shaping of materials to exact design dimensions.

CNC manufacturing enables the more efficient utilisation of materials (minimising wastage and scrap), eliminates human error and frees up labour previously performing manual cutting.

CNC manufacturing has enabled Dongara Marine to expand into 'standard design' commercial and recreational vessels on a cost effective basis and deliver consistent product across a fleet of vessels.

This has improved the business's prospects of securing contracts in existing and adjacent markets (WA Government vessels, pilot boats, lobster boats), strengthening the marine capability in the region.

Dongara Marine previously outsourced CNC cutting to Perth, which would cause delays in manufacturing and create economic leakages from the local area.

The equipment has facilitated the training and upskilling of the existing workforce of 30+ full time employees and six apprentices.

Dongara Marine now boasts a 50% reduction in hand-forming fabrication due to the CNC machine and estimates improved overall manufacturing productivity of 10%.



## CASE STUDY

### JMH Group Regional Economic Development Grant

The Mid West region's first heavy vehicle brake testing facility has been established at JMH Group in Geraldton.

JMH Group are a mechanical service, repairer and parts supplier for all mobile plant and equipment in the mining, construction and road transport industries.

Funding for the facility was provided by the State Government through a \$66,700 Regional Economic Development grant.

The project improves road safety by increasing awareness and promoting preventative maintenance, and builds on heavy vehicle servicing capabilities in the region.

The equipment provides for brake testing, steering and suspension inspection and weighing vehicles in one drive through process, reducing down time and identifying faults before failure occurs.

The project has created five jobs over 12 months and facilitated the training and upskilling of employees, including apprentices, in the heavy automotive and mining industries.

Investing in this facility enhances the competitiveness of the Mid West's heavy vehicle service sector and those sectors which it supports, such as agriculture, mining and road transport.

Access to this facility encourages local heavy vehicle operators to use a brake testing service regularly, ensuring Western Australia continues to have safe and compliant heavy vehicles on our roads.

For operators, this facility this means less travel for assessments on their equipment and helps to build efficiency and productivity; less time travelling to Perth means more time on the job.

This project is an excellent example of State Government investment enabling business diversification, which will deliver flow-on benefits of economic growth and boosting local employment opportunities.

## CASE STUDY

### Murchison GeoRegion

Geotourism is an emerging global economic development opportunity that fosters tourism based upon the geology and landscapes that shape the character of a region. MWDC confirmed geotourism as a key driver to entice people to our region in the Mid West Tourism Development Strategy.

MWDC has been working with the seven Murchison local governments (Cue, Meekatharra, Mount Magnet, Murchison, Sandstone, Wiluna and Yalgoo) and numerous key agencies and individuals to develop a project that supports a range of infrastructure, promotions and business development support initiatives.

Through the 'Murchison GeoRegion – Ancient lands, Brilliant skies' campaign, the Murchison sub-region is poised to capitalise on growing geotourism interest and achieve its tourism potential. The campaign was launched to the general public in 2020-21, creating a perfect opportunity for people to explore their own region as COVID-19 restrictions were lifted.

Geotourism provides interpretation of how the geology informed the natural environment (flora and fauna) and its use by traditional Aboriginal owners and non-Aboriginal settlers. Through interpretation, geotourism will provide visitors to the Murchison with the appreciation of the geodiversity that underpins our landscapes and biodiversity.

By drawing connections between geology and landscapes, ecology, astronomical observations and their relevance to Aboriginal culture in the Murchison, geotourism can add a completely new dimension to the regional tourism experience.

Geotourism can also add significant new value to existing experiences (such as our acclaimed wildflowers and Aboriginal art) and create new economic opportunities for local communities. The project incorporates activation of an astrotourism development in the Murchison as a logical complement to the initial geotourism focus of the project.

This builds on the intrinsic link between earth and stars, with a particular focus on Aboriginal enterprise development to showcase local Aboriginal interpretation of the night skies.

As a Pre-Aspiring Geopark, ultimately the Murchison could also host Australia's first Global Geopark, recognised by UNESCO.

MWDC continues to embed tourism as an integral economic component of our region, because ultimately, growing our tourism industry improves amenity for everyone and makes our region an even more desirable place to live, work and invest.



## CASE STUDY

### Mining Equipment and Technology Services

The Mid West Mining Equipment and Technology Services (METS) project met its first major milestone in 2020-21, as rebuilds of Rio Tinto's Pilbara-based heavy machinery commenced at the WesTrac Geraldton facility.

The project was negotiated between State Government, Mid West Development Commission and industry, after feasibility studies identified that WesTrac's Perth and Pilbara facilities were at capacity and unable to accommodate the additional repairs and maintenance required by Rio's mining operations.

The Geraldton facility will receive up to 12 dozer rebuilds annually, from various Pilbara operations, with up to 54 machines committed between 2021 and 2025.

WesTrac is one of the largest employers of apprentices in Western Australia, outside of the State Government, and the project will support four new, localised apprenticeship opportunities in the Mid West and provide pathways to employment with Rio Tinto.

Additionally, the project reduces transport times and negates logistical difficulties mining companies face getting heavy machinery in and out of the metropolitan area.

The State will look to expand the initiative into a cross-regional Smart Specialisation project with linkages to the Kimberley and Goldfields regions, using the Mid West as a demonstration pilot.

The METS project will create significant regional activation, growth and vibrancy and confirms that geography is not a barrier to global success for our regional METS companies, but in fact, an advantage.

## Actual results versus budget targets

### Financial Targets

	2020-21 Target <sup>(1)</sup> \$000	2020 -21 Actual \$000	Variation <sup>(2)</sup> \$000
Total cost of services (expense limit) (sourced from Statement of Comprehensive Income)	2,316	1,775	-541
Net cost of services (sourced from Statement of Comprehensive Income)	2,316	1,525	-791
Total equity (sourced from Statement of Financial Position)	1,662	2,093	431
Net increase/(decrease) in cash held (sourced from Statement of Cash Flows)	-131	-78	53
Approved salary expense level	206	217	11

Note:

1. As specified in the Minister approved Section 40 budget estimates.
2. The variation is the difference between the Target and Actual for each line item.

### Working Cash Targets

	2021 Agreed limit (\$000)	2020 Target <sup>(1)</sup> /Actual <sup>(2)</sup> (\$000)	Variation (\$000)
Agreed working cash limit (at Budget)	30	30	N/A
Agreed working cash limit (at Actuals)	31	70	39

Note:

1. Target to reflect the Commission's anticipated working cash for the 2020-21 financial year.
2. Actual to reflect the actual working cash held at the close of the financial year.

## Summary of Key Performance Indicators

The key effectiveness indicators measure the extent of impact of the delivery of services on the achievement of desired outcomes. The key efficiency indicators monitor the relationship between the services delivered and the resources used to produce the service.

### Key Effectiveness Indicators

The Commission's effectiveness indicators are measured through an annual client perceptions survey, conducted by independent market research company.

Surveys were sent to 434 clients that had contact with the Commission during 2020-21, with 205 completed surveys returned (response rate of 47.2%).

To support the balanced economic and social development of the region, the Commission works to help reduce obstacles to growth; develop new business opportunities; increase trade activity; and retain staff/expand employment opportunities. Accordingly, clients were asked questions regarding business development outcomes that were facilitated by contact with the Commission.

### Key Efficiency Indicators

Total actual cost for the Commission's sole service area were well below target. This is likely due mainly to DPIRD providing some services at no cost.

	Target 2020-21	Actual 2020-21
Average cost per hour	\$135	\$90



# DISCLOSURES AND LEGAL COMPLIANCE

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**Mid  
West**

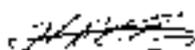
## Disclosures and Legal Compliance

### Certification of Financial Statements

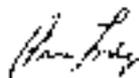
For the reporting period ended 30 June 2021

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

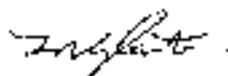
At the date of signing we are not aware of any circumstances which would render the particulars included in the financial statements misleading or inaccurate.



Michele Kang  
Chief Finance Officer  
6 September 2021



Anne Finlay  
Chief Executive Officer  
6 September 2021



Tim Glenister  
Chairman of the Board  
6 September 2021



Mid West Development Commission – 30 June 2021

Statement of Comprehensive Income  
For the year ended 30 June 2021

	Notes	2021 \$'000	2020 \$'000
<b>COST OF SERVICES</b>			
<b>Expenses</b>			
Employee benefits expense	2.1(a)	248	287
Supplies and services	2.3	1,431	1,300
Depreciation and amortisation expense	4.1, 4.2, 4.3	27	37
Grants and subsidies	2.2	66	117
Other expenses	2.3	4	4
<b>Total cost of services</b>		<u>1,776</u>	<u>1,745</u>
<b>Income</b>			
Other income	3.2	251	-
<b>Total income</b>		<u>251</u>	<u>-</u>
<b>NET COST OF SERVICES</b>		<u>1,525</u>	<u>1,745</u>
<b>Income from State Government</b>			
Income from other public sector entities	3.1	620	468
Resources received	3.1	1,198	1,091
<b>Total income from State Government</b>		<u>1,818</u>	<u>1,559</u>
<b>SURPLUS/(DEFICIT) FOR THE PERIOD</b>		<u>293</u>	<u>(186)</u>
<b>TOTAL COMPREHENSIVE INCOME/(LOSS) FOR THE PERIOD</b>		<u>293</u>	<u>(186)</u>

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



## Mid West Development Commission – 30 June 2021

Statement of Financial Position  
As at 30 June 2021

	Notes	2021 \$'000	2020 \$'000
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and cash equivalents	6.2	70	31
Restricted cash and cash equivalents	6.2	580	697
Receivables	5.1	276	4
Assets held for Distribution	5.2	2,000	2,000
<b>Total Current Assets</b>		<b>2,926</b>	<b>2,732</b>
<b>Non-Current Assets</b>			
Amounts receivable for services	5.3	153	153
Property, plant and equipment	4.1	13	18
Intangible assets	4.2	10	16
Right-of-use assets	4.3	-	9
<b>Total Non-Current Assets</b>		<b>176</b>	<b>196</b>
<b>TOTAL ASSETS</b>		<b>3,102</b>	<b>2,928</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Payables	5.4	47	65
Lease liabilities	6.1	-	9
Employee related provisions	2.1(b)	2	94
<b>Total Current Liabilities</b>		<b>49</b>	<b>168</b>
<b>Non-Current Liabilities</b>			
Amounts due to the Treasurer	5.5	960	960
<b>Total Non-Current Liabilities</b>		<b>960</b>	<b>960</b>
<b>TOTAL LIABILITIES</b>		<b>1,009</b>	<b>1,128</b>
<b>NET ASSETS</b>		<b>2,093</b>	<b>1,800</b>
<b>EQUITY</b>			
Contributed equity	8.9	356	356
Reserves	8.9	1,279	1,279
Accumulated surplus/(deficit)		458	165
<b>TOTAL EQUITY</b>		<b>2,093</b>	<b>1,800</b>

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



## Mid West Development Commission – 30 June 2021

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

	Notes	Contributed equity \$'000	Reserves \$'000	Accumulated surplus \$'000	Total equity \$'000
<b>Balance at 1 July 2019</b>		356	1,279	351	1,986
Deficit		-	-	(186)	(186)
Total comprehensive income for the period		-	-	(186)	(186)
<b>Balance at 30 June 2020</b>	<b>8.9</b>	<b>356</b>	<b>1,279</b>	<b>165</b>	<b>1,800</b>
<b>Balance at 1 July 2020</b>		<b>356</b>	<b>1,279</b>	<b>165</b>	<b>1,800</b>
Deficit		-	-	293	293
Total comprehensive income for the period		-	-	293	293
<b>Balance at 30 June 2021</b>	<b>8.9</b>	<b>356</b>	<b>1,279</b>	<b>458</b>	<b>2,093</b>

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

## Mid West Development Commission – 30 June 2021

Statement of Cash Flows  
For the year ended 30 June 2021

	Notes	2021 \$'000	2020 \$'000
<b>CASH FLOWS FROM STATE GOVERNMENT</b>			
Funds from other public sector entities		620	468
<b>Net cash provided by State Government</b>		<u>620</u>	<u>468</u>
<i>Utilised as follows:</i>			
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Payments</b>			
Employee benefits		(337)	(266)
Supplies and services		(278)	(217)
Grants and subsidies		(66)	(92)
GST payments on purchases		(19)	(22)
Other payments		(4)	(1)
<b>Receipts</b>			
GST receipts on sales		-	8
GST receipts from taxation authority		21	29
Other receipts		1	98
<b>Net cash used in operating activities</b>		<u>(682)</u>	<u>(463)</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>Payments</b>			
Purchase of non-current assets		(7)	(16)
<b>Net cash used in investing activities</b>		<u>(7)</u>	<u>(16)</u>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>Payments</b>			
Principal elements of lease payments		(9)	(27)
<b>Net cash used in financing activities</b>		<u>(9)</u>	<u>(27)</u>
<b>Net decrease in cash and cash equivalents</b>		(78)	(38)
<b>Cash and cash equivalents at the beginning of the period</b>		728	767
<b>CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD</b>	6.2	<u>650</u>	<u>728</u>

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

## Notes to the financial statements

### 1. Basis of Preparation

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

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

These annual financial statements were authorised for issue by the Accountable Authority of the Commission on 6 September 2021.

#### Statement of compliance

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

- 1 The *Financial Management Act 2006* (FMA)
- 2 The Treasurer's Instructions (TIs)
- 3 Australian Accounting Standards (AASs) - Reduced Disclosure Requirements
- 4 Where appropriate, those **AAS** paragraphs applicable for not-for-profit entities have been applied.

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

#### Basis of preparation

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

#### Judgements and estimates

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

#### Comparative figures

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

#### Contributed equity

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

### 2. Use of Our Funding

#### Expenses incurred in the delivery of services

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

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

## Mid West Development Commission – 30 June 2021

## Notes to the financial statements

## 2.1. (a) Employee benefits expenses

	2021 \$'000	2020 \$'000
Employee benefits	220	260
Superannuation - defined contribution plans	28	27
<b>Total employee benefits expenses</b>	<b>248</b>	<b>287</b>
Add: AASB 16 Non-monetary benefits	9	27
<b>Net employee benefits</b>	<b>257</b>	<b>314</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

	2021 \$'000	2020 \$'000
<b>Current</b>		
<u>Employee benefits provisions</u>		
Annual leave	-	28
Long service leave	-	63
Deferred salary scheme	2	2
	<b>2</b>	<b>93</b>
<u>Other provisions</u>		
Employment on-costs	-	1
<b>Total current employee related provisions</b>	<b>2</b>	<b>94</b>

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

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

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

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

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

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

**Deferred salary scheme liabilities:** Classified as current where there is no unconditional right to defer settlement for at least 12 months after the end of the reporting period.

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

## Mid West Development Commission – 30 June 2021

### Notes to the financial statements

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

	2021 \$'000	2020 \$'000
<b>Employment on cost provision</b>		
Carrying amount at start of period	1	1
Additional/(reversals of) provisions recognised	(1)	1
Payments/other sacrifices of economic benefits	-	(1)
<b>Carrying amount at end of period</b>	<u>-</u>	<u>1</u>

### Key sources of estimation uncertainty- long service leave

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

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

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

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

### 2.2. Grants and Subsidies

	2021 \$'000	2020 \$'000
Non Public organisations	43	52
Local Government agencies	23	65
<b>Total recurrent grants and subsidies</b>	<u>66</u>	<u>117</u>

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

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

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

## Mid West Development Commission – 30 June 2021

## Notes to the financial statements

## 2.3. Other expenditure

	2021 \$'000	2020 \$'000
<b>Supplies and services</b>		
Board fees	87	87
Communications	2	2
Consultants and contractors	101	90
Consumables	10	4
Travel	14	18
Other	19	8
Resources provided free of charge by DPIRD(a)	<u>1,198</u>	<u>1,091</u>
<b>Total supplies and services expense</b>	<u>1,431</u>	<u>1,300</u>
<b>Other expenses</b>		
Employment on-costs	(1)	-
Other expenses	<u>5</u>	<u>4</u>
<b>Total other expenses</b>	<u>4</u>	<u>4</u>
<b>Total other expenditure</b>	<u>1,435</u>	<u>1,304</u>

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

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

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

## 3. Our Funding Sources

## How we obtain our funding

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

	Notes
Income from State Government	3.1
Other income	3.2

## 3.1. Income from State Government

	2021 \$'000	2020 \$'000
Income received from other public sector entities during the period:		
- Department of Primary Industries and Regional Development - operational funding	<u>620</u>	<u>468</u>
<b>Total grants and subsidies</b>	<u>620</u>	<u>468</u>
Resources received from other public sector entities during the period:		
- Services received free of charge <sup>(a)</sup>	<u>1,198</u>	<u>1,091</u>
<b>Total resources received</b>	<u>1,198</u>	<u>1,091</u>
<b>Total income from State Government</b>	<u>1,818</u>	<u>1,559</u>

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

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

## Mid West Development Commission – 30 June 2021

### Notes to the financial statements

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

#### 3.2. Other income

	2021 \$'000	2020 \$'000
<b>Total other income</b>	<b>251</b>	<b>-</b>

**Total other income** includes recurrent grants which are recognised as income when the grants are receivable.

#### 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:

	<b>Notes</b>
Property, plant and equipment	4.1
Intangibles	4.2
Right-of-use assets	4.3

#### 4.1. Property, plant and equipment

	Furniture and fixtures \$'000	Office equipment \$'000	Total \$'000
<b>Year ended 30 June 2021</b>			
<b>1 July 2020</b>			
Gross carrying amount	88	59	147
Accumulated depreciation	( 75)	( 54)	(129)
Carrying amount at start of period	13	5	18
Additions	-	7	7
Depreciation	(9)	(3)	(12)
<b>Carrying amount at 30 June 2021</b>	<b>4</b>	<b>9</b>	<b>13</b>
Gross carrying amount	88	15	103
Accumulated depreciation	(84)	(6)	(90)

##### Initial recognition

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

##### Subsequent measurement

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

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

## Mid West Development Commission – 30 June 2021

## Notes to the financial statements

## 4.1.1 Depreciation and impairment

	2021 \$'000	2020 \$'000
Furniture, fixtures and fittings	9	9
Office equipment	3	2
<b>Total depreciation for the period</b>	<b>12</b>	<b>11</b>

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

**Finite useful lives**

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

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

- Furniture, fixtures and fittings                      5 years
- Office equipment    5 years

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

**Impairment**

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

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

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

As the Commission is a not-for-profit entity, the recoverable amount of regularly revalued specialised assets is anticipated to be materially the same as fair value.

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

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

## 4.2. Intangible assets

Year ended 30 June 2021	Computer software \$'000	Total \$'000
<b>1 July 2020</b>		
Gross carrying amount	16	16
Accumulated amortisation	-	-
<b>Carrying amount at start of period</b>	<b>16</b>	<b>16</b>
Amortisation expense	(6)	(6)
<b>Carrying amount at 30 June 2021</b>	<b>10</b>	<b>10</b>

**Notes to the financial statements**

**Initial recognition**

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

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

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

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

**Subsequent measurement**

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

**4.2.1 Amortisation and impairment**

	2021 \$'000	2020 \$'000
Charge for the period		
Computer software	6	-
<b>Total amortisation for the period</b>	<b>6</b>	<b>-</b>

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

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

Amortisation of finite life intangible assets is calculated on a straight line basis at rates that allocate the asset's value over its estimated useful life. All intangible assets controlled by the Commission have a finite useful life and zero residual value. Estimated useful lives are reviewed annually.

The estimated useful lives for each class of intangible asset are:

Asset	Useful life: years
Software <sup>(a)</sup>	3 to 5 years

(a) Software that is not integral to the operation of related hardware.

**Impairment of intangible assets**

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

**4.3. Right-of-use assets**

	2021 \$'000	2020 \$'000
Residential accommodation	-	8
Vehicles	-	1
<b>Net carrying amount</b>	<b>-</b>	<b>9</b>

Additions to right-of-use assets during the 2021 financial year were \$nil (2020: \$nil).

**Initial recognition**

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

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

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

## Mid West Development Commission – 30 June 2021

## Notes to the financial statements

## 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. The policy in connection with testing for impairment of outlined in note 4.1.1.

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

	2021 \$'000	2020 \$'000
Residential accommodation	8	21
Vehicles	1	5
<b>Total right-of-use asset depreciation</b>	<b>9</b>	<b>26</b>

The total cash outflow for leases in 2021 was \$9,196 (2020: \$26,094).

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

The Commission has leases for vehicles and residential accommodations.

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

## 5. Other Assets and Liabilities

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

	Note
Receivables	5.1
Asset held for distribution	5.2
Amounts receivable for services	5.3
Payables	5.4
Amounts due to the Treasurer	5.5

## 5.1. Receivables

	2021 \$'000	2020 \$'000
GST receivable	1	2
Other debtors	275	2
<b>Total current receivables</b>	<b>276</b>	<b>4</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.

## Mid West Development Commission – 30 June 2021

### Notes to the financial statements

#### 5.2. Assets held for Distribution

Following a Cabinet decision in 2012, the Commission had agreed in principle to contribute its land to the Stage Two development of the Batavia Cost Marina to Landcorp. When this occurs the Commission's associated borrowing from Treasury (\$960,000) will be repaid by the project (note 5.5). The land was previously reported as Property, plant and equipment but has been reclassified to assets held for distribution, consistent with the current years treatment.

	<b>2021</b>	<b>2020</b>
	<b>\$'000</b>	<b>\$'000</b>
Land held for distribution at end of period	<u>2,000</u>	<u>2,000</u>

Assets held for distribution are measured at fair value at the date the decision to distribute is made. Land is independently valued annually by the Western Australian Land Information Authority (Landgate) and recognised annually to ensure that the carrying amount does not differ materially from the asset's fair value at the end of the reporting period.

Land was revalued at 1 July 2020 by Landgate. The valuations were performed during the year ended 30 June 2021 and recognised at 30 June 2021. In undertaking the revaluation, fair value was determined by reference to market values for land: \$2,000,000 (2020: \$2,000,000).

#### 5.3. Amounts receivable for services (Holding Account)

	<b>2021</b>	<b>2020</b>
	<b>\$'000</b>	<b>\$'000</b>
Non-current at end of period	<u>153</u>	<u>153</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).

#### 5.4. Payables

	<b>2021</b>	<b>2020</b>
	<b>\$'000</b>	<b>\$'000</b>
Trade payables	-	21
Other payables	4	6
GST payable	25	-
Accrued expenses	15	38
Accrued salaries	3	-
<b>Total current payables</b>	<u>47</u>	<u>65</u>

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

#### 5.5. Amounts due to Treasurer

	<b>2021</b>	<b>2020</b>
	<b>\$'000</b>	<b>\$'000</b>
Non-current	<u>960</u>	<u>960</u>

The amount due to the Treasurer is in respect of a Treasurer's Advance. Although no interest is charged on the outstanding amount, the carrying amount is equivalent to fair value.

### 6. Financing

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

	<b>Note</b>
Lease liabilities	6.1
Cash and cash equivalents	6.2
Capital commitments	6.3

## Mid West Development Commission – 30 June 2021

## Notes to the financial statements

## 6.1. Lease Liabilities

	2021 \$'000	2020 \$'000
Current	-	9

## Initial measurement

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

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

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

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

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

Variable lease payments, not included in the measurement of lease liability, that are dependent on sales, are recognised by the Commission in profit or loss in the period in which the condition that triggers those payments occurs.

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

## Subsequent measurement

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

## 6.2. Cash and Cash Equivalents

	2021 \$'000	2020 \$'000
Current non-restricted cash and cash equivalents	70	31
<b>Non-Royalties for Regions fund restricted cash</b>		
Batavia Coast Marina Redevelopment	476	476
Gascoyne Murchison Outback Pathways Project	-	1
Midwest Digital Economy Strategy	-	3
Pacific Flora 2004	-	3
Regional and Remote Renewable Energy Power Solutions Community Benefits Fund	86	86
<b>Royalties for Regions Fund Projects Restricted cash</b>		
Regional Grant Scheme	18	103
Current restricted cash and cash equivalents	580	697
<b>Total cash and cash equivalents</b>	650	728

## Notes to the financial statements

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 (2020: None).

## 7. Financial instruments and Contingencies

	Note
Financial instruments	7.1
Contingent assets and liabilities	7.2

### 7.1. Financial Instruments

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

	2021 \$'000	2020 \$'000
<u>Financial assets</u>		
Cash and cash equivalents	650	728
Financial assets at amortised cost <sup>(a)</sup>	428	155
<b>Total financial assets</b>	<b>1,078</b>	<b>883</b>
<u>Financial liabilities</u>		
Financial liabilities at amortised cost <sup>(b)</sup>	982	1,034
<b>Total financial liabilities</b>	<b>982</b>	<b>1,034</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.

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

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

## 8. Other Disclosures

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

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

### 8.1. Events occurring after the end of the reporting period

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

## Mid West Development Commission – 30 June 2021

### Notes to the financial statements

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

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

AASB 1059 Service Concession Arrangements: Grantors

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

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

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

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

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

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

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

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

AASB 2020-4 COVID-19-Related Rent Concessions

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

#### 8.3. Key management personnel

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

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

Compensation band (\$)	2021	2020
<b>Compensation of members of the accountable authority</b>		
60,001 - 70,000	1	1
10,001 - 20,000	1	-
0 - 10,000	5	6
<b>Compensation of senior officers (\$)</b>		
290,001 - 300,000	-	1
140,001 - 150,000	1	-
100,001 - 110,000	1	-
	<b>2021</b>	<b>2020</b>
	<b>\$'000</b>	<b>\$'000</b>
Short-term employee benefits	335	333
Post-employment benefits	28	29
Other long-term benefits	11	23
<b>Total compensation for members of the accountable authority and senior officers</b>	<b>374</b>	<b>385</b>

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

#### 8.4. Related party transactions

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

Related parties of the Commission include:

- all cabinet ministers and their close family members, and their controlled or jointly controlled entities;

**Notes to the financial statements**

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

**Material transactions with other related entities**

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

**8.5. Related bodies**

The Commission had no related bodies during the reporting period.

**8.6. Affiliated bodies**

The Commission had no affiliated bodies during the reporting period.

**8.7. Special purpose accounts**

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

**8.8. Remuneration of auditors**

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

	2021 \$'000	2020 \$'000
Auditing the accounts, financial statements, controls, and key performance indicators	<u>26</u>	<u>25</u>

**8.9. Equity**

	2021 \$'000	2020 \$'000
<b><u>Contributed equity</u></b>		
Balance at start and end of period	<u>356</u>	<u>356</u>
<b><u>Asset revaluation surplus</u></b>		
Balance at start and end of period	<u>1,279</u>	<u>1,279</u>

**8.10. Supplementary financial information**

(a) **Write-offs**

There were no write-offs during the financial year.

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

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

(c) **Gift of public property**

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

**8.11. Explanatory statement**

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



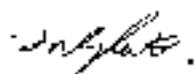


**MID WEST DEVELOPMENT COMMISSION  
KEY PERFORMANCE INDICATORS  
For the year ended 30 June 2021**

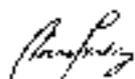
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## **CERTIFICATION OF KEY PERFORMANCE INDICATORS**

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



**TIM GLENISTER**  
CHAIRMAN  
6 September 2021



**ANNE FINLAY**  
A/CHIEF EXECUTIVE OFFICER  
6 September 2021



# Detailed information in support of Key Performance Indicators

## 1. Relationship to Government policy

The Mid West Development Commission's outcome is to coordinate and promote an environment that is conducive to the balanced economic and social development of the Mid West region. This aligns with the State Government's goals, particularly:

- 'WA Jobs Plan: local manufacturing and production, creating Western Australian jobs and training for the jobs of the future'; and
- 'Growing our communities: protecting our environment with thriving suburbs and regions'.

## 2. Key effectiveness Indicators

The Commission's measures its effectiveness indicators through an annual client perceptions survey, conducted by an independent market research company. MWDC uses this information assess the effectiveness of its contact with businesses and the benefits derived by clients.

The Commission works to develop and support an environment conducive to the balanced economic and social development of the Mid West region. The Commission's success at this results in positive client impacts including helping to reduce obstacles to growth, develop new business opportunities, increase trade activity and retain staff / expand employment opportunities.

Clients were sent an email invitation to complete the 2021 satisfaction survey online. Bot online self completion and telephone interviews were used to obtain a total of 205 client responses from the 434 key clients surveyed, representing a response rate of 47.2%. This results in a maximum standard error ratio of +/- 5% at the 95% confidence level.

91.3% of clients surveyed believe that MWDC makes a positive contribution towards economic development in the Mid West.

The findings summarised below:

SURVEY QUESTION Clients agreeing that the Commission:	Actual 2017-18	Actual 2018-19	Actual 2019-20	Target 2020-21	Actual 2020-21
Reduced obstacles to economic growth and employment	45%	48%	n/a*	50%	46%
Contributed to the development of a new business opportunity	67%	63%	n/a*	65%	66%
Contributed to more trade activity	36%	31%	n/a*	40%	29%
Contributed to the retention of staff and/or expansion of employment opportunities	37%	33%	n/a*	40%	35%

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

### 3. Key efficiency indicators

During the 2020-21 financial year, Treasury approved an amendment to the services provided to the Commission, following a resolution by the Board that they provide the service of Regional Development - To assist the development of infrastructure and services and contribute to economic diversity, growth and employment of the Mid West region. This has not changed what the Commission delivers, but provides a more meaningful description.

The Commission calculates its efficiency indicators from net cost for each of the service areas after excluding grants and subsidies expense. The costs for each service area comprise both direct expenditure and an allocation of general costs and overheads. The total cost of all Services (including Grants and Subsidies expense) is reported in the Commission's Statement of Comprehensive Income as the Total Cost of Services.

Performance Measures	Target 2020-21	Actual 2020-21
Average cost per hour	\$135	\$90

#### Comments

The 2021 actual average cost per hour is below target, partially as a result of the Total cost of services less grants and subsidies being 23% below target as a result of reduction in travel, reduced marketing initiatives and advertising costs due to prolonged impacts of COVID-19 restrictions, offset by an increase in the total hours paid.





## Auditor General

### INDEPENDENT AUDITOR'S OPINION 2021 Mid West Development Commission

To the Parliament of Western Australia

## Report on the audit of the financial statements

### Opinion

I have audited the financial statements of the Mid West Development Commission (Commission) which comprise:

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

In my opinion, the financial statements are:

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

### Basis for opinion

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

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

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

## Responsibilities of the Board for the financial statements

The Board is responsible for:

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

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

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

## Auditor's responsibilities for the audit of the financial statements

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

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

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

## Report on the audit of controls

### Opinion

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

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

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

## The Board's responsibilities

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

## Auditor General's responsibilities

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

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

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

## Limitations of controls

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

## Report on the audit of the key performance indicators

### Opinion

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

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

## The Board's responsibilities for the key performance indicators

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

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

## Auditor General's responsibilities

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

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

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

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

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

## Other information

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

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

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

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



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



## Ministerial Directives

No Ministerial Directives were received during the financial year.

## Other Financial Disclosures

### Pricing policies of services provided

The Commission does not charge for services and this reporting requirement, therefore, does not apply.

### Capital works

#### Capital projects incomplete

The Commission did not have any incomplete capital works projects at the end of 2020-21.

#### Capital projects complete

The Commission did not complete any capital works projects during 2020-21.

### Employment and industrial relations

#### Staff profile

Due to Machinery of Government changes, the Commission's employees excluding the Chief Executive Officer (CEO) were transferred to DPIRD effective 1 July 2017. By way of 'Resources received free of charge', the Commission was provided with resources to deliver the 2020-21 Business Plan. Employees transferred to DPIRD are included in the DPIRD annual report for 2020-21. The Commission relocated to government owned premises in May 2018.

A Service Level Agreement (SLA) was established between DPIRD and all RDCs to define the services that DPIRD will provide to RDCs and in so doing, clarify aspects of the inter-relationship of the two primary entities. DPIRD remains employer of all staff, but day-to-day operational responsibility for staff working in RDCs has been formally delegated to the RDC CEOs. CEOs now have greater role in staff recruitment processes.

	2020-21	2019-20
Full-time permanent	1.0	1.0
Full-time contract	0	0
Part-time measured on an FTE basis	0	0
On secondment	0	0
	1.0	1.0

## Staff development

The Commission has a commitment to the development of its employees. Our strategy is to build a highly skilled and professional workforce and as a result we are building a strong and capable team with the ability to adapt to the growth and diversity being experienced in the Mid West.

Various industry specific training and professional development was undertaken as opportunity arose.

## Workers compensation

No workers compensation claims have been made within the Commission during 2020-21.

# Governance Disclosures

## 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, had any interests in existing or proposed contracts with the Commission and senior officers.

## Unauthorised use of credit cards

Following Machinery of Government Changes, only the Chief Executive Officer and the Executive Assistant to the Chief Executive Officer of the Commission hold corporate credit cards where their functions warrant usage of this facility. During 2020-21 there were no instances of inadvertent corporate credit card utilisation for purchases of a private nature.

	2020-21 \$
Aggregate amount of personal use expenditure for the reporting period	-
Aggregate amount of personal use expenditure settled by the due date (within 5 working days)	-
Aggregate amount of personal use expenditure settled after the period (after 5 working days)	-
Aggregate amount of personal use expenditure outstanding at balance date	-

## Insurance premiums paid

The amount of any insurance premium paid to indemnify any 'director' (as defined in Part 3 of the Statutory Corporations (Liability of Directors) Act 1996) against a liability incurred under sections 13 or 14 of that Act. MWDC paid \$4,690 (inc GST) in premiums to indemnify MWDC directors (as defined in Part 3 of the Statutory Corporations (Liability of Directors) Act 1996), against a liability incurred under sections 13 or 14 of that Act.

## Board and Committee Remuneration

In compliance with Premier's Circular 2010/02 – State Government Boards and Committees, the Commission provided the following remuneration to its Board members during 2020-21.

Position	Name	Type of remuneration	Period of membership	Gross / actual remuneration 2020-21 financial year
Chair	Mr Tim Glenister	Fee Superannuation	10 August 2020 - 30 June 2021	\$57,394.96 \$5,254.63
Member	Mr Craig Patterson	Fee Superannuation	1 July 2020 - 30 June 2021	\$9,822.50 \$896.21
Member	Cr Emma Foulkes-Taylor	Fee and motor vehicle allowance Superannuation	1 July 2020 - 30 June 2021	\$6,073.72 \$410.32
Member	Cr Karen Chappel	Fee and motor vehicle allowance Superannuation	1 July 2020 - 30 June 2021	\$7,753.51 \$466.09
Member	Cr Carol Minney	Motor vehicle allowance	1 July 2020 - 30 June 2021	\$2,481.84
Member	Cr Hayley Palmer	Fee and motor vehicle allowance Superannuation	14 September 2020 - 30 June 2021	\$2,707.92 \$212.25
Chair	Mr Todd West	Fee Superannuation	1 July 2020 - 7 August 2020	\$7,487.55 \$711.33
Member	Ms Lara Dalton	Fee Superannuation	1 July 2020 - 28 August 2020	\$3,418.24 \$324.73
				<b>\$105,415.80</b>

The total remuneration includes the superannuation expense incurred by the Commission in respect of members of the accountable authority.

## Other Legal Requirements

### Expenditure on advertising, market research, polling and direct mail

In compliance with section 175ZE of the Electoral Act 1907, the Commission incurred the following expenditure in advertising, market research, polling, direct mail and media advertising.

Total expenditure for 2020-21 was \$5,224 as follows:

Class of expenditure	Organisation	Total expenditure 2020-21 (inc GST)
Advertising agencies	The West Australian Newspapers	\$428
Market research agencies	Perth Market Research	\$4,796
Polling organisations		Nil
Direct mailing organisations		Nil

## Disability access and inclusion plan outcomes

In 2007 the Commission, in consultation with the Disability Services Commission and the public, developed and submitted a Disability Action and Inclusion Plan (DAIP) in compliance with the 2004 amendment to the Disability Services Act 1993. It should also be noted that DPIRD have developed their DAIP for the period 2018-2023, which covers the entire Department, including the Regional Development Commissions.

The existing MWDC 2017-21 DAIP was successfully implemented and the following principles have been followed during 2020-21 to continue to address the seven desired DAIP outcomes:

1. People with disabilities have the same opportunities as other people to access the services of, and any events organised by the Commission.
  - Assessment of all Commission events as to their accessibility by all people.
  - Amended all grant agreements and contracts to include reference to the Commission's DAIP.
  - Reviewed and modified policies to include relevant strategies under the DAIP.
2. People with disabilities will have the same opportunities as other people to access the buildings and other facilities of the Commission.
  - Increased staff awareness of issues of accessibility.
3. People with disabilities receive information from the Commission in a format that will enable them to access the information as readily as other people are able to access it.
  - Provision of all communications in clear and concise language, avoiding jargon.
4. People with disabilities receive the same level and quality of service from the staff of the Commission as other people receive from the Commission.
  - Disability Services Commission information circulated to staff when issued and employee / Board member inductions cover awareness of MWDC DAIP.
5. People with disabilities have the same opportunities to make complaints to the Commission.
  - Alternative formats provided wherever the Commission's grievance procedures are displayed.
6. People with disabilities will have the same opportunities as other people to participate in any public consultation by the Commission.
  - All venues assessed for accessibility when arranging public consultation events.
  - Consideration to be made whether any target groups would benefit from public consultation to encourage participation.
  - Ongoing assessment of accessibility of venues when arranging public consultation events.
7. Employment – People with disability have the same opportunities as other people to obtain and maintain employment with a public sector.
  - Vacancy advertisements now include a statement that MWDC is an equal opportunity employer.
  - Special needs of new employees are identified and any adjustments will be made to the workplace and work practices where necessary prior to and as soon after as can be reasonably expected after induction depending on the nature of the adjustments.

## Compliance with public sector standards and ethical codes

Public Sector Management Act Section 31(1):

In the administration of the Mid West Development Commission, I have complied with the Public Sector Standards in Human Resource Management, the Western Australian Public Sector Code of Ethics and our Code of Conduct.

I have put in place procedures designed to ensure such compliance and also conducted appropriate internal assessments to satisfy myself that the statement made in 1 is correct.

The applications made for breach of standards review and the corresponding outcomes for the reporting period are:

Number lodged:	Nil
Number of breaches found, including details of multiple breaches per application:	Nil
Number still under review:	Nil

Anne Finlay  
A / Chief Executive Officer  
6 September 2021

## Recordkeeping plans

As required by the State Records Act 2000, the Commission has an approved Records Keeping Plan (RKP).

Periodical record keeping training programs through the Commission's formal monthly staff meetings, as well as an induction program for new employees address the roles of staff and their responsibilities in regard to compliance with the Commission's RKP.

The Records Team within the Commission review the efficiency and effectiveness of its record keeping training program regularly, to ensure that key record systems objectives and record keeping practices are being met. A Commission Record Keeping Manual is in place to assist the Records Team to formalise and structure the training program for staff.

## Substantive equality

As outlined in the Public Sector Commissioner's Circular 2009-23: Implementation of the Policy Framework for Substantive Equality, this reporting requirement only applies to participating agencies. The Commission is not a participant and this requirement, therefore, does not apply.

# Government Policy Requirements

## Occupational Safety, Health and Injury Management

Following the creation of the new DPIRD, the Commission relocated to the former Department of Agriculture and Food WA offices in May 2018. Through representation on DPIRD's Regional Workplace Occupational Safety and Health (OSH) Committee, MWDC strives to ensure a safe working environment. OSH issues (incidents, risks and hazards) that cannot be resolved by staff in the first instance are reported to a manager or supervisor, and if necessary progressed through the 'resolution of issues' process (as per policy). OSH policies are continually reviewed and monitored as required by changing needs and working environment.

Staff are made aware of OSH policies and procedures at induction and there are continuing awareness sessions during monthly meetings as necessary.

The Mid West Development Commission is compliant with the injury management requirements of the Workers' Compensation and Injury Management Act 1981. The Commission's annual performance report for 2020-21 against the following indicators:

Indicator	Target 2020-21	Actual 2020-21
Number of fatalities	Zero (0)	Zero (0)
Lost time injury/diseases (LTI/D) incidence rate	Zero (0)	Zero (0)
Lost time injury severity rate	Zero (0)	Zero (0)
Percentage of injured workers returned to work:		
(i) within 13 weeks	0%	0%
(ii) within 26 weeks	0%	0%
Percentage of managers trained in occupational safety, health and injury management responsibilities	≥80%	0%

## Government Building Training Policy

As outlined in the Public Sector Commissioner's Circular 2015-02: Government Building Training Policy this reporting requirement only applies to State Government building, construction and maintenance contracts that have a labour component of \$2 million and over. The Commission did not issue contracts in scope of the policy and is therefore not required to report against the policy.



# CONTACT US

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# PHOTO SOURCES

The Mid West Development Commission would like to acknowledge the following individuals and organisations for the use of their photography within the Commission's Annual Report:

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2-3	Errabiddy Bluff, Murchison; Jarrad Seng
4-5	Kalbarri Skywalk; Brian McMahon
6	Abrolhos Islands; Les Manlas
7	Mumbida Wind Farm, Walkaway; Verve Energy
8	Mellenbye Station, Yalgoo; Jarrad Seng
9	Kalbarri National Park; Australia's Coral Coast
11	Stingray; Pat Whelen
18-19	Geraldton Foreshore; GingerWA
20-21	Pink Lake (Hutt Lagoon), Northampton; Felicia Kerrefelt
22	St Francis Cathedral, Geraldton; Australia's Coral Coast
23	Kalbarri Skywalk; Tourism WA Beresford Foreshore, Geraldton; Tourism WA
28-29	Challa Station, Mount Magnet; Debbie Dowden
30	Yalgoo; Jarrad Seng
32	Geraldton Hospital redevelopment; Red Dust Holdings Kalbarri District High School redevelopment; Brockman Group
36	Pink Lake (Hutt Lagoon), Northampton; Tourism WA
37	Yamatji Art, Geraldton; Tourism WA
38	Walga Rock artwork, Cue; Sean Scott
39	Walga Rock, Cue; Rob Mullally and Georgia Rickard
40	Golden Grove, Yalgoo
41	Iron Ore Mine; Patrick Hendry Welder; Glen Hansen
42	330kV line, Three Springs; Western Power
43	Engineer; RaENG
44	Square Kilometre Array, Murchison; Department of Commerce (fmr)
46	Blue Holes, Kalbarri; Australia's Coral Coast
48	Fish and chips; Seb Reivers
49	Long table dinner (MWFIA); Mid West Chamber of Commerce and Industry
52	Errabiddy Bluff, Murchison; Jarrad Seng
56-57	Osprey, Point Moore Geraldton; GingerWA
76-77	Abrolhos Islands; Colby Bignall
81	Mid West Port; Mid West Ports Authority and Joshua Miles
87	Jokers Tunnel, Yalgoo; Jarrad Seng
96-97	Canola fields, Eneabba; GingerWA
98-99	Gunyidi Salt Plains; GingerWA
Back	Point Moore Lighthouse, Geraldton; GingerWA





