



Wheatbelt Development
Commission
Annual Report 2020-21

Welcome to our 2020-21 Annual Report

This annual report is an important tool used to ensure transparency and accountability of the Wheatbelt Development Commission (WDC) to Parliament, our stakeholders and the community we serve.

It outlines our operations and achievements for this reporting period and investigates the emerging challenges and opportunities for the region and the Commission.

Online report

To reduce printing costs and environmental impact, this report has been published in an electronic form. It is available to download, in PDF format, from our website (<https://www.wheatbelt.wa.gov.au/publications/annual-reports/>).

Accessibility

This report is available in different formats on request. If you would like a printed copy of the report please contact our Northam office on (08) 9622 7222 or send us an email via info@wheatbelt.wa.gov.au.

Feedback

Making our annual report transparent, accurate and relevant is important to us, so we'd like to know what you think. To share your feedback on this report please contact our Northam office on (08) 9622 7222 or send us an email via info@wheatbelt.wa.gov.au.

Cover Image

PUBLIC Silo Trail, Newdegate by Brenton See. Photography by Bewley Shaylor, courtesy of FORM.

Statement of Compliance

Hon Alannah MacTiernan MLC, Minister for Regional Development

In accordance with Section 66 of the *Financial Management Act 2006*, we hereby submit for your information and presentation to Parliament, the Annual Report of the Wheatbelt Development Commission for the financial year ended 30 June 2021.



Rebecca Tomkinson

Chair of the Board
9 September 2021



Rob Cossart

Chief Executive Officer
9 September 2021

A night sky with the Milky Way galaxy visible, over a landscape of sandstone rock formations. The sky is a deep blue and purple, with the Milky Way stretching across it. The ground is a sandy, light-colored landscape with several large, dark, jagged rock formations. The sun is low on the horizon, creating a warm glow. The text "Acknowledgement of Country" is overlaid in white.

Acknowledgement of Country

The Wheatbelt Development Commission respectfully acknowledges the Traditional Owners of the lands that we live and work on: the family and clan groups of the Ballardong, Goreng, Gubrun, Kalamaia, Njaki-Njaki, Whadjuk, Wilman, Wudjari, Yued and Yamaji People, their Elders past, present and emerging.

We acknowledge their living culture and important role in the sustainable economic development and prosperity of the Wheatbelt region. We are committed to embracing opportunities for Aboriginal economic development, entrepreneurship and wealth creation; being a voice of change and reconciliation; supporting sustainable and healthy communities; and empowering future leaders.

Contents

Our Region	6
Our Reports	10
Our Organisation	14
Our Strategic Focus	20
Reporting Requirements	48



Regional Profile



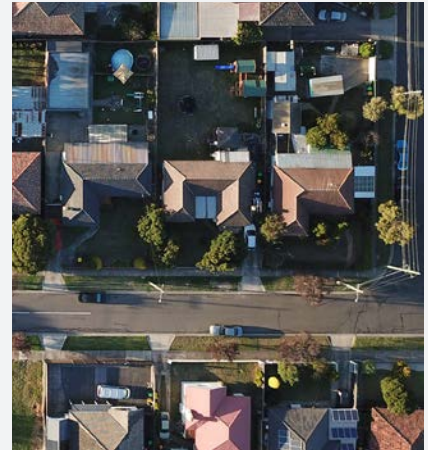
GRP over
\$7.32B
in 2020

A 3.6% increase since 2019¹



9,464
Wheatbelt
businesses

An 18% increase in five
years



386 new
dwellings
approved

A 246% increase from the
2019-20 FY

3.23%

**2020 Wheatbelt
Unemployment
Rate²**

Compared to 2020
WA Unemployment
Rate of 6.7%³

Tourism

2020 (Annual) Visitor Numbers

Domestic Daytrip Visitors	1,743,434
Domestic Overnight Visitors	1,083,816
International Visitors	21,299
Total Visitors	2,848,550

¹ GRP data above reflects REMPLAN figures and calculations, sourced from the ABS June 2020 Gross State Product figures.

² Average of March, June, September and December 2020 quarters.

³ Average of month unemployment rate data for 2020.

Regional Profile



Estimated Residential Population of
73,690

ERP 10-year growth rate of 1.4% from 2010 to 2020

Sub Region	ERP 2020	10 Year Growth Rate	% of Total Wheatbelt
Avon	25,805	2.2%	35%
Central Coast	14,689	18%	19.9%
Central East	9,841	-5.2%	13.4%
Central Midlands	5,991	-4.2%	8.1%
Wheatbelt South	17,364	-5.3%	23.6%
TOTALS	73,690	1.4%	100%

Top 5 Wheatbelt Economic Sectors



Agriculture,
Forestry and
Fishing
\$3.65B



Mining
\$2.11B



Construction
\$1.32B



Rental, Hiring &
Real Estate
Services
\$1.12B



Manufacturing
\$1.01B

Regional Highlights

\$8 Million

To establish the South West WA Drought Resilience Adoption and Innovation hub, centred at the Merredin Dryland Research Institute



\$13M

Allocated to upgrade telecommunications and connectivity across the Wheatbelt

321

Total number of jobs expected to be created in the Wheatbelt by the first three rounds of the Regional Economic Development Grants program

\$187.5M

Total funding committed to date for the Wheatbelt Secondary Freight Network



Maximising local expenditure of State Government Stimulus measures including

- Upgrades at the Muresk Institute underway (\$8 million)
- Collaborating to include local content opportunities for \$17 Merredin Hospital Upgrade and eight other Emergency departments
- 32% (increase in State Government contracts awarded to Wheatbelt businesses in 2019-20 financial year).

Our Minister

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

Enabling Legislation

The Wheatbelt Development Commission, a Western Australian Statutory Authority was established in 1993 under the *Regional Development Commissions Act 1993*. It is one of nine Commissions governed by the same legislation.

Objects and Functions

Under the *Regional Development Commission Act 1993*, the objects and functions of the Commission are to:

- maximise job creation and improve career opportunities in the Region;
- develop and broaden the economic base of the Region;
- identify infrastructure services to promote business development within the Region;
- provide information and advice to promote business development within the Region;
- seek to ensure that the general standard of government services and access to those services in the Region is comparable to that which applies in the metropolitan area; and
- generally take steps to encourage, promote, facilitate
- and monitor the economic development of the Region.

For the purpose of achieving these objectives, the Commission:

- promotes the region;
- facilitates co-ordination between relevant statutory
- bodies and state government agencies;
- co-operates with representatives of industry and commerce, employer and employee organisations, education and training institutions and other sections of the community within the Region;
- identifies opportunities for investment in the Region and encourage that investment;
- identifies infrastructure needs of the Region and encourage the provision of that infrastructure in the Region; and
- co-operates with departments of the Public Service of the State and the Commonwealth and other agencies, instrumentalities and statutory bodies of the State and Commonwealth and local government authorities, in order to promote equitable delivery of services within the Region.



Chair's Report



"These challenges and opportunities bring to the fore the value of Regional Development Commissions as regionally focused strategic organisations"

During 2020-21 the Wheatbelt continued to see growth and diversification of the economy, cementing the region's economic stability and highlighting its ability to buffer against fluctuations in the commodity market.

The Wheatbelt's Gross Regional Product (GRP) increased 3.6 per cent from 2019 to just over \$7.32 billion, underpinned by ongoing growth of the region's Small to Medium Enterprise sector and strong mining and agricultural sectors.

In October 2020 the WDC released its 2020-23 Strategic Plan. The Plan articulates the Commission's priorities for facilitating the continued economic development of the region, implementing Government priorities and providing regional leadership. It is aligned with the Regional Development Portfolio strategic themes to ensure a consistent approach to regional development across Western Australia and focuses on building economic resilience and diversity in the context of a changing climate. As the WDC moves forward, the Strategic Plan will shape the Commission's activities and priorities as it works to create a prosperous future for the Wheatbelt and its communities.

The Wheatbelt has worked through many challenges this financial year. The continued economic impacts from COVID-19, the Wooroloo Bushfires and Tropical Cyclone Seroja have tested the region's resilience, while the business sector continued to be impacted by the challenges in accessing skilled and seasonal labour and pressure on the housing market. I have been impressed by the innovation of the business sector to identify solutions to the challenges that have unfolded.

[Our Region](#)[Our Reports](#)[Our Organisation](#)[Our Strategic Focus](#)[Reporting Requirements](#)

An excellent start to the 2021 farming season and a forecast record grain yield will ensure the Wheatbelt continues to be a strong economic driver for Western Australia. These challenges and opportunities bring to the fore the value of Regional Development Commissions as regionally focused strategic organisations that work in partnership with the private and public sector to identify and implement regional specific solutions.

In December, the WDC bid farewell to Board Member Ross Ainsworth who served the Commission for four and a half years and was the Board representative on the Avon Industrial Park Advisory Committee. Ross has a strong passion for the Wheatbelt and in particular the Avon region and his contribution to the WDC is appreciated. The WDC was pleased to welcome Dr Kerry Chia to the Board, Kerry is a resident of West Arthur with a background in agriculture,

academia, the corporate sector and local government.

The Board and staff at the WDC deserve a special thanks for their commitment and continued efforts this year. Their dedication and determination to deliver the best outcomes for the Wheatbelt ensures the region continues to be a key contributor and an important asset to the economic prosperity of Western Australia. I look forward to the year ahead as we continue to promote the Wheatbelt as significant region of opportunity and a great place to live, work, visit and invest.

Rebecca Tomkinson

Chair of the Board



CEO Overview



“The Strategic Plan is bold in its aspirations for the region and requires the WDC to be at the forefront of regional leadership.”

The publication of the WDC Strategic Plan in October 2020 was a key milestone in 2020-21.

It provided an opportunity to redefine our vision, values and priorities for the next three years, while building on the WDC’s work over the past decade. The Strategic Plan is bold in its aspirations for the region and requires the WDC to be at the forefront of regional leadership and connected with our private and public sector stakeholders.

To enable the delivery of the Strategic Plan and support the priorities of Government, including the implementation of COVID-19 recovery initiatives, the WDC has gone through a period of transition to encompass new priorities and reassess our role in existing initiatives. I have appreciated the support of the Board and staff of the WDC during this process, as well as the encouragement of the region’s stakeholders. To support the implementation of the Strategic Plan and Governance Standards, the WDC has reviewed its strategic and operational policies and risk framework and re-established its communications capabilities.

The WDC has reaffirmed its commitment to embracing opportunities for Aboriginal economic development, being a voice of change and reconciliation, supporting sustainable and healthy communities and empowering future leaders. This strong statement will be at the forefront of the Commission’s values and activities as we move forward.

During the reporting period the WDC has worked to re-establish its presence in the Wheatbelt South through Board and staff appointments. The continued transition of staff to permanent positions has enhanced the WDC as an employer of choice in the region.

[Our Region](#)[Our Reports](#)[Our Organisation](#)[Our Strategic Focus](#)[Reporting Requirements](#)

I would like to acknowledge the Regional Development Commission network and the Department of Primary Industries and Regional Development for their continued commitment to a collaborative portfolio approach to regional development in Western Australia.

This Annual Report provides an opportunity for the Commission to highlight its regional achievements and the progress made towards the implementation of the Strategic Plan. Through this process we have worked closely with regional stakeholders as the WDC

continues its role in regional leadership across the Wheatbelt.

I express my sincere thanks and appreciation to the Board and staff for their ongoing commitment to the WDC as a forward-thinking regional development agency that connects government and the private sector to create practical solutions for our region.

Rob Cossart
Chief Executive Officer



Our Board



Ms Rebecca Tomkinson, Chair

Representing Ministerial | Term of Office to 30 June 2023

Rebecca brings a highly strategic and broad sector lens to her role as Chair. Rebecca's professional experience includes government relations, strategic policy development, social advocacy and stakeholder engagement. She has extensive experience in the delivery of transformative organisational and community development initiatives across private, public and not-for-profit sectors.



Ms Leslee Holmes, Deputy Chair

Representing Local Government | Term of Office to 30 June 2021

Leslee is Shire President of Dandaragan, a member of the Australia's Coral Coast Board and a member of the Joint Chambers Alliance Cervantes/Jurien Bay as Tourism Leader. Leslee has held leadership roles at a State level, is Business Manager of Total Tennis Reabold and received the Margaret Court Award for Outstanding Service to Tennis in Western Australia.



Ms Julie Flockart

Representing Local Government | Term of Office to 30 June 2021

Julie has an agricultural, community and small business development background. She has worked in many roles across the Eastern Wheatbelt and is currently the Shire President of Merredin Shire Council, a Director of Wheatbelt Natural Resource Management and an Executive member of Meridian Regional Arts.

Our Board



Ms Amanda Walker

Representing Community | Term of Office to 31 December 2021

Amanda is the Managing Director of Yerecoin Enterprises, a Wheatbelt based rural business group, comprised of Yerecoin Traders, General Store & Café; and FarmCo, a rural merchandise supply specialist. Amanda has 20 years' experience working in regional small business, and is the Chair of the Wheatbelt Business Network.



Mr Oral McGuire

Representing Ministerial | Term of Office to 31 December 2021

Oral is a prominent Noongar community leader, landholder and long term champion of Aboriginal economic empowerment and capacity building, with specific experience in traditional land management, cultural leadership and cultural governance. Oral is a Director of the Noongar Chamber of Commerce and Industry, Chair of the Noongar Landholder Enterprise Inc, Chair of Yaraguia Enterprises, Managing Director of Gundi Consulting and a member of the Regen WA Steering Committee.



Ms Kerryn Chia

Representing Community | Term of Office to 30 June 2023

Kerryn has worked in the agricultural sector, academia, the corporate sector and local government. She has also completed a doctoral research thesis whilst living in the Wheatbelt and brings her research and analytical skills to her role on the Board. Her current role at the Shire of West Arthur includes strategic planning, community consultation and economic development.

Our Board

**Mr Rob Cossart**

Chief Executive Officer - Ex officio

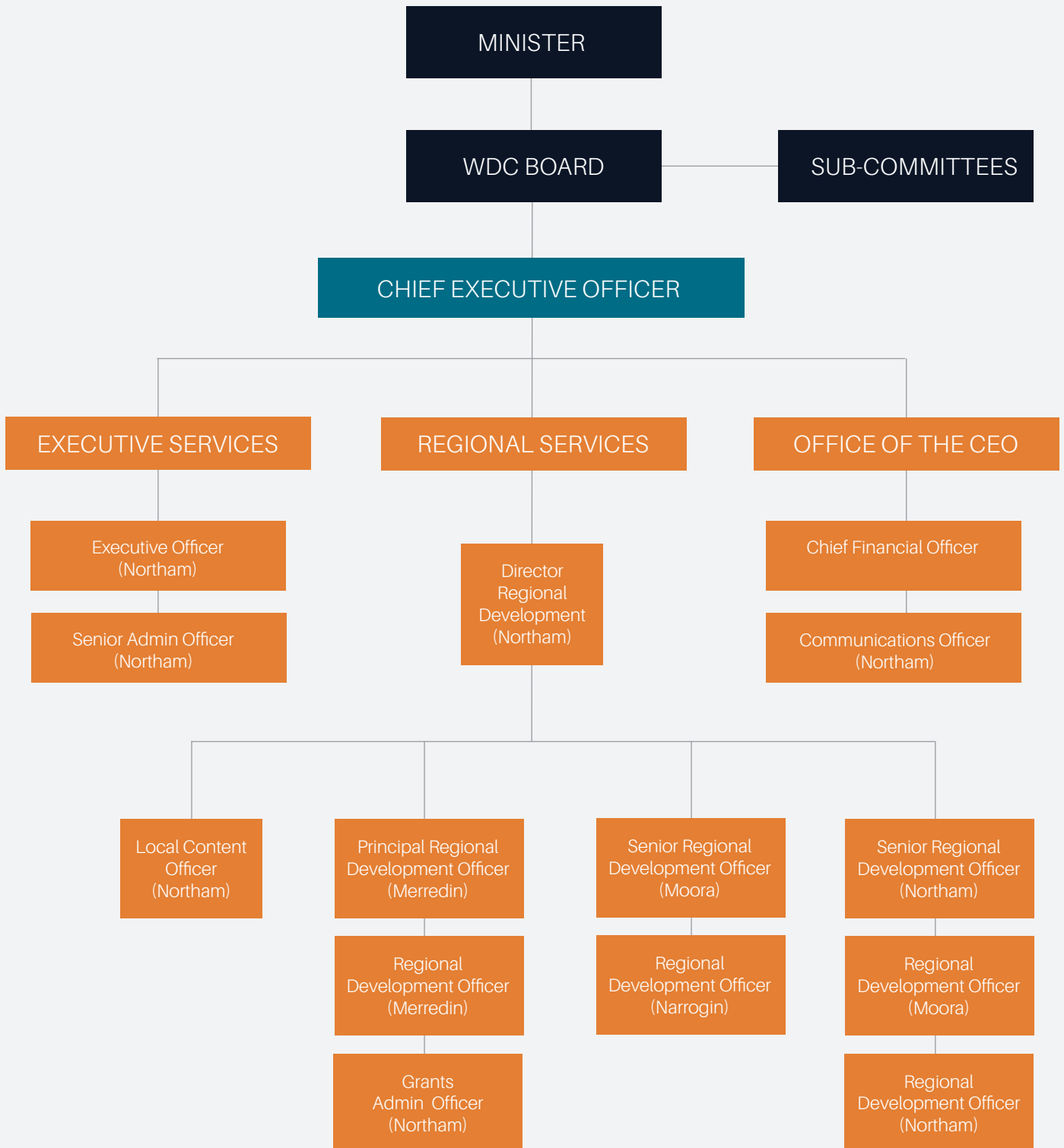
Rob commenced with the WDC in March 2020. Prior to joining the Commission Rob was the Director, Northern Agricultural Development at the Department of Primary Industries and Regional Development and has experience in stakeholder engagement, government service delivery, strategic policy and Aboriginal economic development. Rob is a graduate of the Australian Institute of Company Directors.

**Mr Ross Ainsworth**

Departing Board Member | Term of Office until 31 December 2020

Ross Ainsworth has a background in agriculture and lives in York. He was the Chair of the Farmer's Federation Grains Council and held the Seat of Roe in the Legislative Assembly. He served on the Parliamentary Standing Committee for Health & Education, chaired the Select Committee on Road Safety and was a member of the C Y O'Connor Institute Governing Council.

Organisational Structure



An aerial photograph of a scenic landscape. On the left, a large body of water (a lake or reservoir) stretches towards the horizon. The right side of the image is dominated by a dense forest of tall, thin trees. In the foreground, a grassy area contains a caravan park with several white caravans and a few vehicles. The sky is filled with large, white, fluffy clouds, and the overall lighting suggests a bright, sunny day.

Our Vision

The Wheatbelt Development Commission facilitates the long term development of the region by being a responsive and forward-thinking regional development agency. We are committed to connecting government and the private sector to create practical solutions for our region.

Our vision for the Wheatbelt is a diversified and growing economy with vibrant and dynamic communities, creating a prosperous and sustainable future for Western Australia.

Our Values

Leadership

Lead through engagement, advocacy and action

Innovation

Innovate in our approach to economic development

Collaboration

Collaborate by connecting businesses, government and community

Integrity

Uphold organisational excellence



Our Strategic Focus

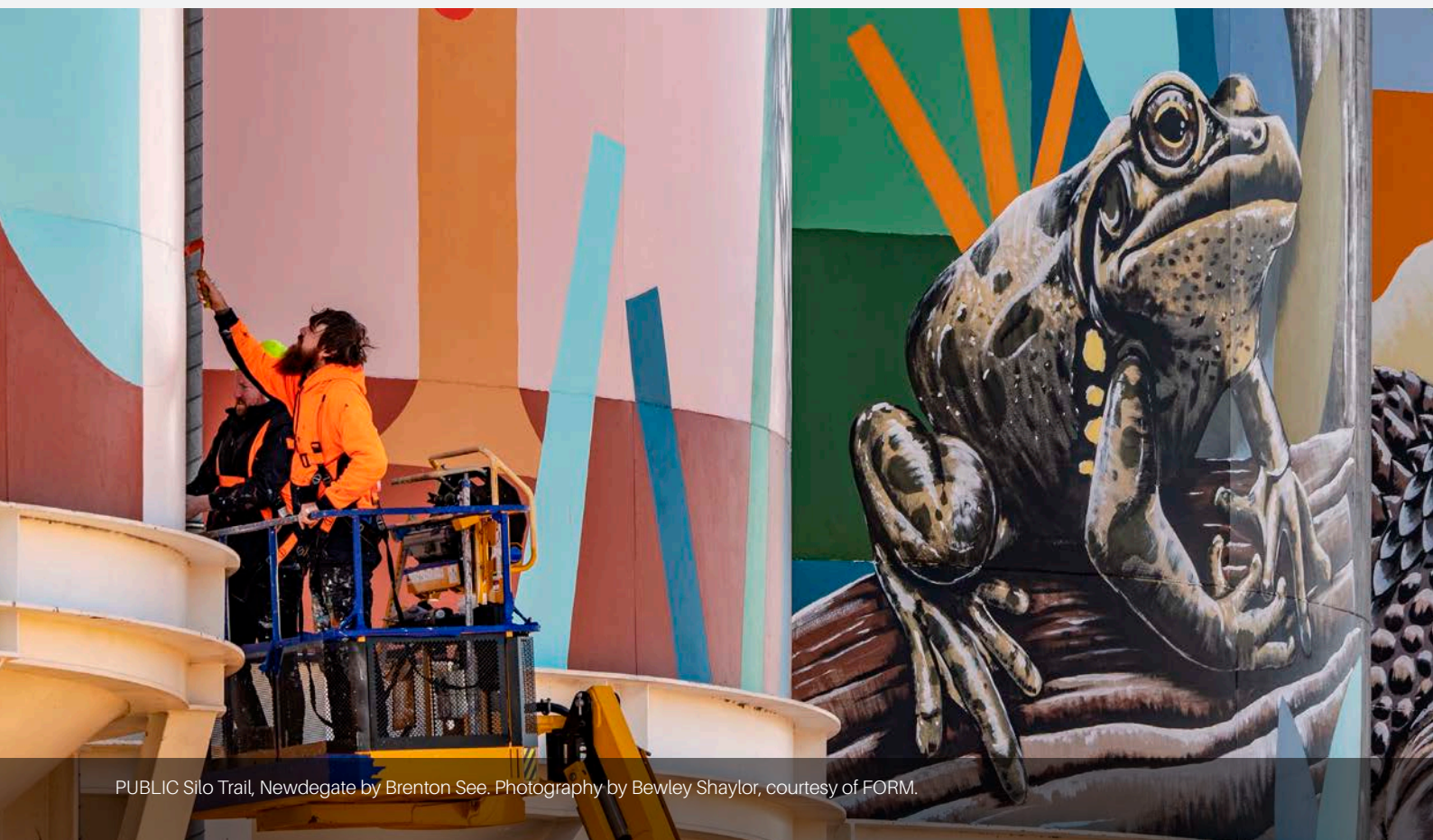
To ensure a coordinated and strategic approach to regional development across Western Australia, the Regional Development Portfolio identified five strategic themes:

1. Industry Diversification
2. Resource and Energy Sector Development
3. Normalise Regional Living Standards
4. Normalise Aboriginal Economic Development
5. Organisational Excellence

The WDC's Strategic priorities are aligned with the portfolio themes and provide vision for the future of the Wheatbelt. Outlined in the Strategic Plan 2020-23, these priorities provide the direction for the Commission to:

- Identify regional priorities, goals and strategies to maximise social and economic outcomes for the region
- Establish regional priorities that are aligned to the objectives and functions of the *Regional Development Commissions Act 1993* and government
- Have flexibility to leverage strategic opportunities and respond to critical issues
- Facilitate private and public sector investment
- Achieve annual key performance indicators
- Guide operations and resourcing allocation
- Support the alignment of priorities across the Western Australian Regional Development Portfolio and other key stakeholders.

The WDC takes a subregional approach to support the implementation of the Strategic Plan with offices located in Moora, Narrogin, Merredin and Northam.



Wheatbelt Strategic Priorities

Enabling Infrastructure

Advocate for forward thinking infrastructure solutions to grow the Wheatbelt's economy, to ensure that water, power, transport and digital capacity solutions are aligned with our community's long term needs.

Diversify the Economic Base

Champion new economic opportunities for our region; support investment that adds long term value to the region's economy; facilitate diversification of our business sectors and support opportunities for skill development; empower Aboriginal business development; facilitate private investment; and optimise Government expenditure in the region.

Organisational Excellence

Demonstrate commitment to sound governance, diversity and inclusion, be recognised for our regional leadership to attract investment and facilitate economic development.

Sustainable Landscapes and Communities

Recognise the impact of changing climate conditions to the region's communities, businesses and landscapes. Support development opportunities that acknowledge the environmental conditions and create sustainable communities.

Entrepreneurship and Innovation

Facilitate future-focused economic opportunities to support local entrepreneurs, business leaders and key industries to collaborate and harness innovation unlocking shared business potential and strengthening existing industries.

Strategic Priority

Enabling Infrastructure

The WDC is committed to advocating for forward thinking infrastructure solutions to grow the Wheatbelt's economy.

Throughout 2020-21 the WDC has worked to align the infrastructure needs of the region with growth opportunities. This includes the continued support of the Wheatbelt Secondary Freight Network (WSFN), which comprises upgrades to over 4000km of local government managed roads. This network of roads provides access to heavy vehicles and is vital for supporting the region's significant agricultural and mining industries.

The WSFN program is now well into its delivery phase with construction occurring across multiple local governments during 2020-21 as part of Stage 1 of the program.



Wheatbelt based phone tower

Highlights:

- An additional \$80 million allocated to the Wheatbelt Secondary Freight Network program during 2020-21, bringing the total committed funding to \$187.5million from Federal, State and local governments
- Five industrial blocks under contract or sold at Avon Industrial Park
- More than \$13 million allocated to upgrade telecommunications and connectivity across the Wheatbelt
- \$1.5 million investment in WaterSmart Farms.

Our Region

Our Reports

Our Organisation

Our Strategic Focus

Reporting Requirements

The WDC is a strong advocate for future energy provision to align with the region's needs and opportunities, as demonstrated in its support for the North-Eastern Wheatbelt Regional Organisation of Councils (NEWROC) Microgrid feasibility proposal. Additionally, the WDC continues to work with stakeholders and communities regarding end of grid trial opportunities.

As part of the expansion of the Wheatbelt's telecommunications network, the WDC has provided detailed regional intelligence on targeted areas for investment. Of the 86 mobile base stations funded over recent years, 66 have been completed. Throughout 2020-21 the WDC has continued to contribute to the DPIRD Mobile Black Spot (MBSP) and Digital Farms Programs, as well as the Commonwealth Government Regional Connectivity Program (RCP). In April 2021 it was announced that the Central Midlands area and the broader Central Wheatbelt were

recipients of more than \$9 million in funding from the RCP. This builds upon a \$4.3 million investment by the State Government during 2020-21 as part of Rounds 2 and 3 of the Digital Farms Program that will deliver enterprise-grade broadband to 17 local government areas across the Wheatbelt.

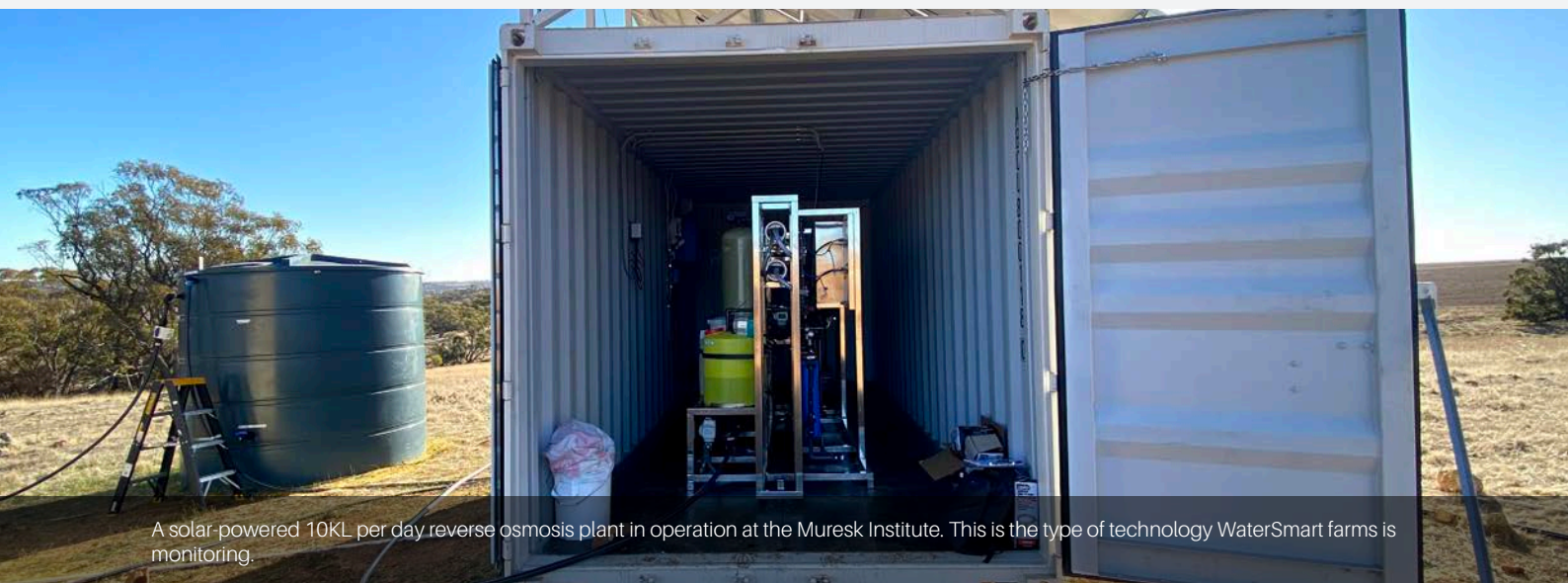
During 2020-21, the shortage of serviced light industrial and residential land in the Wheatbelt emerged as an issue as a result of growth associated with COVID-19 stimulus and a general upturn in the WA economy. The WDC has partnered with Development WA to investigate land assembly and servicing options in areas experiencing a growth in economic activity. This will lead to investment in feasibility studies to provide options for local governments to partner with business and community to deliver solutions to meet their serviced land requirements.



The Avon Industrial Park at Grass Valley.

Enabling Infrastructure

WaterSmart Farms



A solar-powered 10KL per day reverse osmosis plant in operation at the Muresk Institute. This is the type of technology WaterSmart farms is monitoring.

It is estimated the dryland agricultural area, which includes the Wheatbelt region, uses around 30 gigalitres of water a year for agricultural and associated industries.

About 20 per cent of that is supplied by the Goldfields and Great Southern Integrated Water Supply Scheme - an ageing grid of pipes and pumps fed by dwindling surface supplies and increasingly desalinated water from hundreds of kilometres away. Innovation is needed to plan for reliable water supplies in the face of a drying climate.

A focus on future water needs is required to drive industry and economic development. Along with Murdoch University and the Water Corporation, the WDC is part of a cohort looking at innovative

solutions to reduce reliance on scheme water from Perth. This partnership is motivated to ensure that water availability does not become a constraint to future population and economic growth in the Wheatbelt. This will require a focus on non-potable water supply use.

The WDC is proud to be a partner in the \$1.5 million WaterSmart Farms project, announced by the Minister for Regional Development Alannah MacTiernan in February 2021. This collaborative project targets on-farm water supply improvement - a big piece of the water puzzle in the Wheatbelt. Delivered in partnership with the Department of Primary Industries and Regional Development (DPIRD), the Great Southern Development Commission, Grower Group Alliance, Murdoch University, Curtin University, Department of Mines, Industry Regulation and Safety and the Water Corporation, the project will focus on testing new desalination technologies and improving the success of ground water

“This project will push exploration technology and test the potential to use of more saline water in desalination units”

Dr Richard George,
Project Leader, WaterSmart Farms

exploration. New mapping and investigation techniques will be delivered as part of the initiative.

DPIRD senior principal research scientist Richard George said researchers estimate that across the dryland agricultural area the gross recharge to groundwater is about 500 gigalitres each year. This could be available for use, either directly or following transformation through desalination. Currently, however, just a low percentage of that recharge is accessible to agriculture.

“There is a gap in knowledge about where to drill to access reliable groundwater and only a small proportion of the holes drilled are successful,” Dr George said.

“Additionally, much of the ground water that is available has a higher salt content than industry requires for healthy animals and best practice agronomy.

“WaterSmart Farms will address how to get fit-for-purpose water from existing saline water bores from current Brackish Water Reverse Osmosis systems and will look at where to drill for low salinity waters, as well as Salt Water Reverse Osmosis bores with higher potential yields.”



WaterSmart Farms Project leader Richard George (right) with farmer Murray Pope at a desalination plant.

- More than \$3.3 million has been spent on carting emergency water supplies for livestock during dry conditions over the last three years as farm dams failed to meet demand and quality requirements reliably.
- There are 40 desalination units currently in operation across the Wheatbelt providing ‘fit for purpose’ water for on-farm and commercial use.

Enabling Infrastructure

NEWROC Microgrid



Through a Regional Economic Development Grant, NEWROC will investigate sustainable power options for Bencubbin.

Power reliability has been a long standing issue for both businesses and households in the north-eastern Wheatbelt.

Apart from impacting day to day life and business continuity, including the operation of vital telecommunications infrastructure, power reliability has added to the bottom line of businesses across the area. It is estimated power outages cost small and medium businesses \$28 per customer minute of interruption.

North Eastern Wheatbelt Regional Organisation of Councils (NEWROC), a progressive group of seven local governments, is proactively tackling the issue with the support of the WDC.

NEWROC is investigating reliable, competitive and sustainable energy supply and backup

solutions for their communities and has partnered with Infranomics, the Australian Microgrid Centre of Excellence, Lithium Valley WA, Murdoch University and Dassault Systemes to consider options.

A \$27,500 Round 3 Regional Economic Development (RED) grant, delivered by the WDC, will provide NEWROC with engineering feasibility solutions for the town of Bencubbin. These include behind the meter battery and microgrid options, which will, in turn, support funding applications to State and Federal governments.

This will be a first for the Wheatbelt region and offers the promise of a more reliable power supply, at a potentially lower cost and with improved telecommunications reliability.

Microgrids are increasingly regarded as innovative solutions to challenges in energy supply in rural communities. This project will

demonstrate a model of power supply provision that could be rolled out to many communities across the Wheatbelt.

For Shire of Koorda Councillor and NEWROC Chair Jannah Stratford, the outcomes of this project will facilitate increased economic and social benefits for not only Bencubbin, but across the north-eastern Wheatbelt.

“NEWROC identified that power reliability to households and businesses within the NEWROC region was a significant impediment,” she said.

“To help our communities grow, we wanted to improve power reliability and at the same time address competitive cost structures so that the ongoing cost of electricity did not place NEWROC households and businesses at a competitive disadvantage compared with other regional locations.

“Our desire is to develop a local renewable energy solution to improve power reliability and reduce the cost of power, to help our communities remain safe, competitive and growing.”

- NEWROC comprises of the local governments of Koorda, Mt Marshall, Mukinbudin, Nungarin, Trayning, Wyalkatchem and Dowerin.
- Microgrids keep power flowing by disconnecting or islanding from the central grid when it begins to fail. Renewable microgrids generate power through renewable energy sources such as solar panels or wind turbines and use battery storage to serve customers connected to the grid until power is restored on the central grid.
- NEWROC has expended \$75,000 during 2020-21 to develop local energy solutions. A further \$27,000 is committed in 2021-22.

“The RED grant, delivered by the Wheatbelt Development Commission, has enabled NEWROC to engage industry expertise to help us realise our vision”

Councillor Jannah Stratford,
NEWROC Chair

Strategic Priority

Diversify the Economic Base

The continued growth and diversification of the Wheatbelt's business sector is critical to the region's economic development. The region has almost 9,500 Small and Medium Enterprises, the majority of which employ less than four people.

The Regional Economic Development (RED) grants continue to be a key part of the WDC's support for business development and economic diversification. Through three rounds of RED grants delivered by the WDC, a total of \$2.3 million in State funding has been injected into the region, leveraging \$5.6 million and creating a projected 312 jobs. These grants have maintained a strong focus on sustainable job creation, skills development and industry

diversification. Innovative projects include agribusiness value adding, business expansion and diversification, skills development, tourism, infrastructure and aboriginal business development.

The WDC has continued to support and embed the Local Content Initiative (LCI), which seeks to facilitate greater State and private sector procurement expenditure in the region, including for Aboriginal businesses. In 2020-21 four workshops aimed at promoting Aboriginal business opportunities were held, with a total of 47 participants.

The WDC has increased its focus on Aboriginal business development through a \$42,500 RED grant to support the Noongar Chamber of Commerce's Boya Business program. This project will deliver training to upskill Aboriginal enterprises and corporate entities to compete



for contracts and increase the ability of Aboriginal businesses to tender for private and public contracts. The Boya Business Solution project complements the delivery of the Wheatbelt Aboriginal Business Leadership program being undertaken by DPIRD and supported by the WDC, which has empowered 13 Aboriginal businesses in their development journey.

In building upon the successful work over the past few years in the Northern Growth Corridor, the WDC has had a renewed focus on the Wheatbelt South to understand the economic drivers and business development opportunities. This will enable the WDC to define policy and investment opportunities to support the region's economic development.

Highlights:

- Deployment of the State Government Small Grant 2021 Election Commitments - 41 in the Wheatbelt totalling \$2.22 million
- Development of the Central Coast Wheatbelt Food and Beverage Capability Guide, completed in conjunction with the Department of Primary Industries and Regional Development (DPIRD) and the Northern Growth Alliance
- Attendance and presentations at regional forums on the Wheatbelt economy including the Community Resource Centre (CRC) conference in September and the successful Dowerin Do-Over event in April
- Working with the Community Resource Centre (CRC) network to identify opportunities to support business development and diversification across the region.



The Dowerin Do Over event held in April 2021. Photo courtesy of Town Team Movement.

Diversify Economic Base

Regional Economic Development Grants



Round 3 RED grant recipients with WDC Chair Rebecca Tomkinson and Regional Development Minister Alannah MacTiernan.

The Regional Economic Development (RED) grants program is an important mechanism to stimulate economic diversity and jobs growth in the Wheatbelt.

Funded by the State Government and delivered by the WDC, Round 3 recipients of the RED grants were announced in December 2020 by Regional Development Minister Alannah MacTiernan at Coorinja Winery in Toodyay.

Round 3 saw a surge in interest in the program, with 51 applications totalling \$3.961 million in funding requests.

In total \$925, 587 was awarded to Wheatbelt small and medium enterprises, shared by 13 projects. This is in addition to the \$1.3 million approved for 15 projects in the Wheatbelt from the previous two rounds of RED grants.

It is estimated Round 3 of the program leveraged approximately \$3.33 million of investment into the Wheatbelt economy, supporting 32 full time job and 28 additional associated employment opportunities.

The successful Round 3 projects were selected for their ability to aid with the creation of sustainable jobs, diversify industries, develop skills and attract new investment to the Wheatbelt. Many of these businesses represented pioneering industries, reflecting the innovative nature of the Wheatbelt's strong small business sector.

Our Region

Our Reports

Our Organisation

Our Strategic Focus

Reporting Requirements

Round 3 REDs Recipients:

Applicant	Project Description	Funding
AGRIFresh	Passionfruit farm establishment - towards nursery infrastructure to assist in the diversification of the horticultural products produced in the region.	\$100,000
West Hills Farm	Carrot prepacker - to install a new carrot prepacking machine on the Lancelin farm to pack produce on site, creating supply-chain efficiencies and reducing transport costs.	\$100,000
Coorinja Vineyard	Function centre and accommodation - to build a kitchen and dining room to diversify and expand the Toodyay winery and increase agri-food tourism opportunities in the area.	\$100,000
WA Sandalwood Plantations	Woodchip value-adding - to purchase, test and optimise mobile tree chipping equipment across a number of Wheatbelt locations in order to improve product value and efficiencies.	\$100,000
Main Camp WA	Waslee Downs North deep water bore - to establish a bore on the Badgingarra property to irrigate eucalyptus plants destined for the global essential oil market.	\$100,000
Julimar Date Garden	Agri-tourism venture - to construct a processing facility and front-of-house to enable product to be processed, packaged and sold creating a unique agri-food tourism offering in the region.	\$100,000
Three Farmers Australia	Low gluten oats supply chain - to develop a grain storage and quality assurance protocol to expand the products and productivity of the Narrogin business while also providing a value-added market for farmers.	\$95,000
Bencubbin Truck N Auto's	Business expansion - to build a purpose-built shed for a drive through truck bay to increase the productivity of the business and meet demand for their services.	\$50,000
DromeDairy Australia	Sustainable Mobile Camel Dairy - to transition a camel dairy from a fixed to a mobile milking system that is modular, cost effective and sustainable.	\$47,000
The Healthy Chocolate Company	Artisan bean to bar chocolate - to purchase specialised equipment to produce chocolate and panned confectionary using locally grown produce.	\$45,000
Noongar Chamber of Commerce and Industry	Boya Business Solutions - to offer a program to increase capacity and competitiveness of Aboriginal businesses in the region tendering for private and public contracts.	\$42,500
Shire of Koorda	NEWROC Microgrid - for technical and engineering designs to assist NEWROC in attracting funding for a microgrid to improve power reliability and supply to households and businesses in Bencubbin.	\$27,500
Avon Valley Chevre	Artisan dairy products - to purchase a cryovac machine and cheese kettle to enable the production of goat cheese and dairy products in Toodyay.	\$18,587

Diversify Economic Base

Three Farmers Narrogin



Three Farmers' Ashley Wiese, Megan Gooding and Garren Knell use their Regional Economic Development grant to assist with purchasing silos for their business diversification.

For Narrogin-based business Three Farmers, diversification and vertical integration have been central to their success.

The Three Farmers business journey started over a decade ago, when its founders Ashley Wiese, Garren Knell and Megan Gooding embarked on a mission to grow the niche product quinoa, becoming the first commercial operation in the Wheatbelt to do so.

Over time the trio has developed agronomy packages and built supply chains to enable the complete vertical integration of their product, from farm to consumer.

Garren Knell said although it was a steep learning curve, that journey led them to investigate opportunities to diversify into low gluten oats.

"Through our quinoa business we were able to understand the supply chain and... realised the market has strong demand for low gluten produce," he said.

"So we decided to move into the low gluten oat space and value add to the oats that were already growing.

"The RED grant enabled us to de-risk that end of the business and means we can vertically integrate the business with support. That enables the business to succeed"

- Megan Gooding
Three Farmers

Our Region

Our Reports

Our Organisation

Our Strategic Focus

Reporting Requirements

“We’ve developed a whole of supply chain to guarantee the quality, ensure that we’re contaminant free and give the consumer confidence.”

The WDC has supported this business journey into diversification through the State Government’s Regional Economic Development (RED) grants program.

Three Farmers were a Round 3 RED grant recipient, receiving \$95,000 to assist with the development of grain storage and a quality assurance (QA) protocol for low gluten oats.

With a total project investment of almost \$210,000, 11 new grain silos were in place by December 2020.

“The RED grant... was really important for our project’s success. It enabled us to de-risk some of our investments,” Megan Gooding said.

“We invested in some silos, which really was the missing link in our supply chain.

“We really needed dedicated storage so we could manage the risk of gluten contamination in the supply chain and that’s what we used the grant funding for.”

The investment into diversification has facilitated business growth and secured new markets for their products.

It has also allowed Three Farmers to forge new partnerships and collaborations with other local businesses.

“We’re only into the first few months of sales and we’re already at 8000 bags (of low gluten oats) a week and hopefully expanding our markets soon,” Ashley Wiese said.



Ashley Wiese, Garren Knell and Megan Gooding from Three Farmers.

Strategic Priority

Sustainable landscapes and communities

The WDC recognises the ongoing impact of the changing climate on the region's communities, businesses and landscapes.

The natural resource base of the region is of primary importance to the Wheatbelt economy, sustaining two of its biggest economic contributors - primary production and mining. To continue to derive social and economic benefit from the Wheatbelt landscape, development must be environmentally and socially responsible.

During 2020-21, the WDC has supported initiatives to enhance the adoption of environmental and socially responsible business practices, particularly in the agricultural sector. The WDC has worked across government agencies and industry organisations to shape regionally relevant climate resilience, carbon farming, drought planning and renewable energy planning initiatives. This includes funding Wheatbelt NRM to develop the South-Western Australian RothC Model (SWARM) Carbon Estimation Tool and supporting the establishment of the South West Drought Hub.

Highlights:

- Supporting the Department of Primary Industries and Regional Development's formation and promotion of the \$15million Carbon Farming and Land Restoration program and \$15million Climate Resilience Fund to target large swathes of the region
- Facilitating environmental entrepreneurship and economic diversification by supporting the Agristart Agribusiness Innovation Tour and the Noongar Land Enterprise Group
- Ongoing support for the formation of the Northern Growth Alliance, building and consolidating connections with key stakeholders to drive appropriate policy development, including water and land resource analysis for the Northern Growth Corridor
- WDC presented and participated in the Dowerin Do-Over, a knowledge sharing event aimed at town reactivation and the creation of sustainable communities
- \$15,000 sponsorship of the Wagin Woolorama as a premier event that promotes the Wheatbelt South as a region to live, work, visit and invest.

Our Region

Our Reports

Our Organisation

Our Strategic Focus

Reporting Requirements

Wheatbelt communities and businesses experienced climate change driven emergencies during 2020-21. The Wheatbelt South has seen successive dry seasons impacting water supplies, with the government carting water to affected communities in 2019 and 2020. In April 2021, Tropical Cyclone Seroja caused power to be cut across significant parts of the Central Midlands and Central East. The widespread damage to infrastructure and the power grid saw businesses and communities experience an extended period without power supply.

These situations highlight the vulnerability of the region's grid-connected power and water infrastructure. The WDC has worked to ensure funding for initiatives that demonstrate how communities and businesses can build resilience to climate related emergencies by harnessing the

region's natural resources.

The Wheatbelt's comparative advantages, including access to water, renewable energy sources and land, can be leveraged to enable new opportunities to be pursued. This is particularly the case in the Central Coast region, which in the past decade has seen a 32 per cent growth in Gross Regional Product (GRP) and an 18.5 per cent growth in population. The WDC has worked with the Northern Growth Alliance to support proactive forward planning for sustainable land and water management and to address the competing priorities of development and land use compatibility in the Northern Growth Corridor.



The opening of the Boola Boornap Tree Nursery in Northam in April, which will provide employment pathways for Noongar people. Pictured Hon. Darren West MLC, Senator Sue Lines, WDC CEO Rob Cossart, Governor of Western Australia Hon. Kim Beazley AC, WDC Chair Rebecca Tomkinson and Chair of the Noongar Land Enterprises (and WDC Board member) Oral McGuire.

Sustainable Landscapes

Drought Hub

In 2021 the Wheatbelt became home to the core site of the South-West WA Drought Resilience Adoption and Innovation Hub (South-West WA Hub).

Centred out of Merredin Dryland Research Institute, the South-West WA Hub is one of eight across the nation. The WDC represented the southern WA Regional Development Commissions during the early stages of the Hub establishment, providing support and advocacy to government. The South-West WA Hub is led by the Grower Group Alliance (GGA) and supported by a consortia of 52 other organisations, including the WDC.

The Australian Government Future Drought Fund will contribute \$8 million over four years to establish the Hub, which will co-design and deliver innovative projects and practices aimed at boosting drought resilience and agricultural productivity. Hub partners will provide co-contributions.

The key South-West WA Hub location at Merredin is complemented by an additional eight 'nodes' across WA, which will be spread from Carnarvon to Esperance and will cover broadacre and intensive agricultural industries. Early Hub activities include playing a major coordinating role in the delivery of Drought Resilience Innovation Grants. These are available to assist projects that will aid farmers and agricultural-dependent communities and

- The South-West WA Drought Hub is one of eight Drought Resilience Adoption and Innovation Hubs, which are part of the Australian Government's \$5 billion Future Drought Fund.
- There has been a 20 per cent decline in rainfall from May to July across WA's South-West since 1970. Since 2000, this decline has increased to about 28%.

businesses to adopt innovative approaches to improve drought resilience.

The South-West WA Hub will connect into a nation-wide network of Drought Resilience Adoption and Innovation Hubs, which will not only enable the sharing of knowledge, but also put our innovative producers and climate-adapted agricultural systems on the national stage. The Wheatbelt's primary producers have adapted well to successive dry seasons over the past 15 years. The WDC supports the Drought Hub approach to improve the capacity of agriculture-dependent

“Drought Hub partners represent a broad cross-section of the WA supply chain. The collaboration achieved through this consortium will ensure that activities are useful, accessible and driven from the ground up”

Tom Davidson, Director
South-West WA Drought Resilience Adoption and Innovation Hub.

communities to adapt to climate change, ultimately enhancing the economic, social and environmental resilience of the Wheatbelt. Practices that reduce environmental impact, coupled with improved technology innovation, will continue to increase economic and social opportunities across the region.

South-West WA Hub Director Tom Davidson said the Hub will play a critical role in boosting the drought resilience and preparedness of local farmers and regional communities.

“It will enable researchers, farmers, communities, First Nations people and other stakeholders

to work together to enhance drought resilient practices,” he said.

The Drought Hub complements the delivery of another Australian Government Future Drought Fund program, the Regional Drought Resilience Planning program. To be rolled out across the south-eastern Wheatbelt region in 2021-22, this project will be led by the WDC and will equip regional communities with the tools to plan for future climate variability. The South-West WA Drought Hub will be a partner in the delivery of this program.



Sustainable Landscapes

Noongar Boodjar Rangers



Noongar Boodjar Rangers Cale Moody and Tarkyn Narrier with Wheatbelt NRM project delivery officer Jermaine Davis.

Building a sustainable business that combines environmental outcomes with employment opportunities is an exciting prospect for the Wheatbelt NRM Noongar Boodjar Rangers, who have been supported on their journey by the WDC.

Wheatbelt Natural Resource Management (NRM) was a recipient of \$75,000 in funding through Round 2 of the Regional Economic Development (RED) grants program.

The RED funding assisted Wheatbelt NRM to support the Noongar Boodjar Rangers develop capacity to harvest, clean, store and germinate native seed for revegetation works. Aside from upskilling the rangers, the grant has also allowed Wheatbelt NRM and the Rangers to undertake a

business case study with a view to developing a meaningful business arm, which may become a stand-alone Aboriginal enterprise in the future.

For Wheatbelt NRM project delivery officer Jermaine Davis, the seed collection program allows the rangers to contribute to environmental

"I'm very passionate about what we do because we're restoring our country and we're helping with climate change. I'd like to see more indigenous and non-indigenous people coming to work on country."

- Cale Moody, Noongar Boodjar Ranger

- The Noongar Boodjar Ranger program was initiated in 2014 to provide opportunities for Aboriginal rangers to undertake natural resource management work on country.
- Since 2017 the Noongar Boodjar Ranger team has seen their work increase by over 500%.
- The number of team members regularly working has increased by 200% since 2018.

outcomes while tapping into an increasing demand for native seeds and revegetation work. This is working towards sustainability at a landscape level and helping to build employment opportunities for future generations to work on country.

“When we looked at the scope of the project and how we can best change our business model... we thought that the seed collecting enterprise was ideal because there’s a huge demand,” Mr Davis said.

“For our guys to be able to go out on country and collect seeds that will revegetate country in 10 years time, that’s significant culturally and in a business sense.”

As the carbon market grows, there is expected to be an increased demand for revegetation across the Wheatbelt. The Noongar Boodjar Rangers are able to collect seed so these plantings are based on local species.

“It’s about seed being collected for specific purpose and sourced locally, so the results will be so much better,” Mr Davis said.



Strategic Priority

Entrepreneurship and Innovation

The Wheatbelt continues to be a region of innovation and entrepreneurial growth. Increasingly connected into a national and global marketplace, its businesses use innovation and diversification to reduce reliance on raw commodity markets.

The WDC has encouraged entrepreneurship and innovation through initiatives such as the Regional Economic Development (RED)

grants, which during 2020-21 had a strong focus on new and emerging industries such as boutique malt, camel milk, native citrus and date production. In June the WDC held a targeted networking event, Locally Grown, Globally Focused, to allow successful RED grants and DPIRD Value Add Investment Grant recipients to share ideas and explore collaborative ventures.

Through its work with Small and Medium Enterprises the WDC is working to foster a network of regional business leaders and create a supportive environment for innovators. As part of this initiative the WDC has partnered with AgriStart to bring together innovative



Rex Rowles from boutique malt business Mortlock Malt on set during the filming of a series of profiles of regional innovators.

Our Region

Our Reports

Our Organisation

Our Strategic Focus

Reporting Requirements

agribusinesses from within and outside of the Wheatbelt, including food producers, processors and goods and service providers, to experience knowledge exchange and networking. Through this partnership and the HARVEST program, innovative businesses and start-ups experienced field trips throughout the Wheatbelt, as well as presentations, workshops and panel discussions.

In October 2020, a two-day tour was held in the Wheatbelt South, where participants in the HARVEST program visited a range of leading agricultural businesses in the region. This included Unigrain's oat processing facility, Gilmac's export hay facility and Southern Dirt's flax trial site. This is the third year WDC has

supported the AgriStart business development program, which has seen more than 30 graduates gain exposure to the Wheatbelt region for increased knowledge sharing and networking.

Highlights:

- Profiling exemplar regional innovators and RED recipients through the development of a series of short films and posters
- 25 participants toured the Wheatbelt South as part of the HARVEST program
- 70 business and community leaders attended the Locally Grown, Globally Focused networking forum.



Rex Rowles from boutique malt business Mortlock Malt on set during the filming of a series of profiles of regional innovators.

Entrepreneurship and Innovation

Locally Grown, Globally Focused



WDC CEO Rob Cossart, West Australian of the Year Richard Goyder, Regional Development Minister Alannah MacTiernan and Wheatbelt Development Commission board member Oral McGuire.

The Wheatbelt's innovative business sector is a critical pillar of the economy, underpinning the region's economic stability and driving jobs growth.

The ability for these businesses to connect and collaborate is important in driving innovation and growth to support the ongoing sustainability of the sector.

The Regional Economic Development (RED) grant program is a key part of the WDC approach to fostering the growth and diversification of the Small and Medium-sized Enterprise sector. Over the past three years the WDC has supported almost 30 recipients in their business and organisational development journeys.

Although this group of innovators reflect the growth and expansion happening across many Wheatbelt small businesses, they are geographically dispersed and many lack opportunities to network and forge new relationships across the wider Wheatbelt region.

"The connections and opportunity to network with other grant recipients and to share our story with them was a real bonus"

Attendee,
Locally Grown, Globally Focused event.

Our Region

Our Reports

Our Organisation

Our Strategic Focus

Reporting Requirements

To promote growth and collaboration opportunities, the WDC held a targeted networking event on the 25th of June 2021, bringing together innovators and business and community leaders to share their knowledge with emerging businesses.

The Locally Grown, Globally Focused networking forum, held at Northam's Bilya Koort Boodja Centre for Nyoongar Culture and Environmental Knowledge, brought Wheatbelt RED recipients together with those from DPIRD's Value Add Investment Grant program. Key stakeholders from government and the wider business community also attended.

The event provided an opportunity for recipients to meet, network and engage in a knowledge sharing panel session, facilitated by Regional Development Minister Alannah MacTiernan.

The event's success was cemented through the

numerous discussions on collaboration between businesses that flowed from the evening. This includes connections forged between several attending businesses, which used the event to explore opportunities to diversify product lines and initiate discussions on collaboration with other Wheatbelt businesses.

- The number of small businesses in the Wheatbelt has increased 18% over 5 years.
- The Wheatbelt has the highest number of small and medium enterprises per capita of any region.

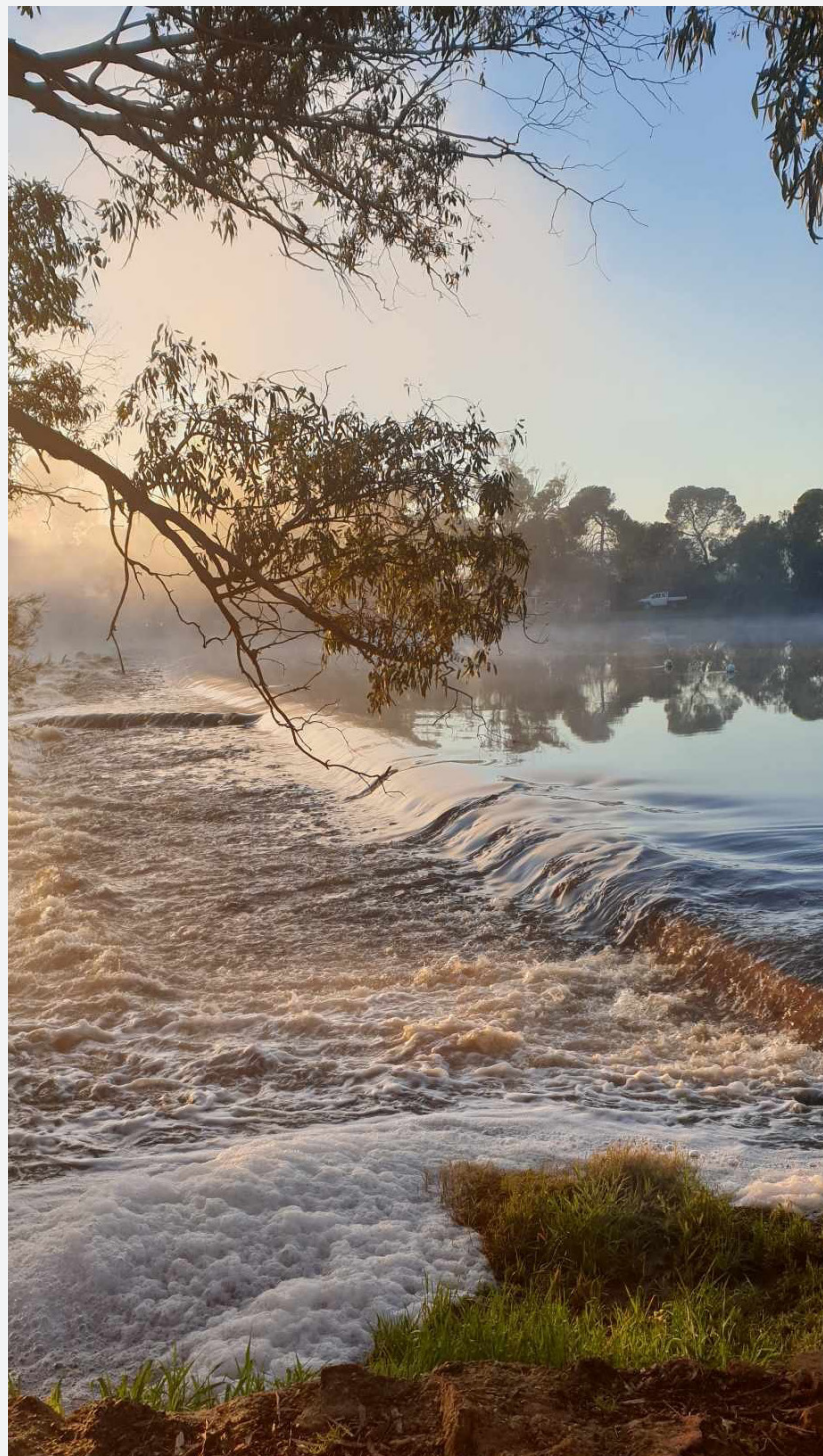


Strategic Priority Organisational Excellence

Throughout 2020-21 the WDC has demonstrated its commitment to sound governance, diversity and inclusion and continued to consolidate its regional leadership role.

The WDC's Strategic Plan 2020-23, identifies the strategic priorities and goals the WDC will progress over the next three years to deliver regional outcomes. Resources have been realigned to deliver on these priority initiatives and to support the implementation of the State Government COVID-19 response and 2021 election commitments.

By working across the public sector to facilitate strong leadership in the Wheatbelt, the WDC is fostering a culture of collaboration that will see government and private sector work together to promote regional and economic development opportunities. The WDC has used its position as a regional leader to build and maintain strategic stakeholder networks across the Wheatbelt. This includes taking a leadership role for the Regional Development Commissions as part of the Southern WA Drought Hub application and providing leadership for the Wheatbelt Secondary Freight Network implementation.



Our Region

Our Reports

Our Organisation

Our Strategic Focus

Reporting Requirements

The WDC has continued to identify and facilitate long-term, strategic infrastructure planning through direct representation and seeking collaboration opportunities within the Regional Development Commission network.

This includes participation in a strategic planning workshop with the Peel Development Commission to maximise alignment and leverage across the peri-urban interface and contribution to the Western Australian Regional Development Alliance (WARDA).

As part of its commitment to governance and accountability, the WDC has reviewed its strategic and operational policies to ensure they are aligned to the needs of the organisation and the expectations of government. In 2020-21 all

board and staff completed and complied with training requirements and the WDC engaged with RiskWest to review the organisation's risk framework and associated policies.

The WDC is pleased to co-host the South West Aboriginal Land and Sea Council Ballardong regional project officer to further build the relationship between the Commission and Noongar people in the implementation of the South West Native Title Agreement.

Highlights

- Development of a new strategic vision and focus and the release of the WDC's Strategic Plan 2020-2023
- No significant findings in the 2020-21 Internal Audit
- Board and staff have completed Accountable and Ethical Decision Making and Cultural Awareness training
- Ongoing investment enabling Board and senior officers to complete the Australian Institute of Company Directors (AICD) Company Directors course
- Review of the WDC's Strategic and Operational Policies and Risk framework
- A three year commitment to the University Graduate Program
- 89% of respondents in the WDC's annual performance survey rate the Commission's performance as "above average" or "excellent" during 2021, while 88% felt the WDC provided a useful service.

Organisational Excellence

Regional Development

University Graduate Program

Regional development operates in a multidisciplinary landscape and requires the ability to identify and process complex regional information to achieve on the ground outcomes.

To support and facilitate the next generation of regional development leaders, the WDC has established long-standing relationships with the university sector to provide students with practical exposure.

The WDC has successfully administered a collaborative student research program with the University of Western Australia's (UWA) Centre for

Regional Development for more than 20 years. In 2016, the WDC established a similar relationship with the Murdoch Engineering School and the Harry Butler Institute. The programs have produced high quality graduates and regional development advocates who have gone on to dynamic careers in the public and private sectors.

To build on the successes of these graduate engagement partnerships, in 2020-21 the WDC, Peel Development Commission and DPIRD committed to extend the University Graduate program by another three years. This partnership will foster an environment of collaboration and knowledge exchange between the universities and the Regional Development Portfolio and contribute to the succession of skilled graduates with direct industry and government experience.



Our Region

Our Reports

Our Organisation

Our Strategic Focus

Reporting Requirements

Until entering the WDC University Graduate program, Emily had never considered a career in regional development. After nine months in the program, Emily progressed to become a research and project officer with the WDC and says it's been invaluable to her career.

"I had such a rewarding two years in Northam professionally and personally and am so grateful for what the graduate program led me to. Working in regional development combines so many diverse and complex issues. You are dealing with

large geographical areas and often working in small groups. Being exposed to a diverse range of opportunities and challenges early in my career has given me the ability to approach my current career, with an understanding of geographical and cross-portfolio interconnectivity.

I finished with the WDC in December 2020 and now work at the Town of Bassendean as a Graduate Planning Officer, where I predominately work on strategic planning projects. I think to be a well-rounded planner, it is important to gain experience in all different sectors and in different geographical areas. The graduate program was so fundamental in setting up my career and I would not be surprised if I end up back in regional development down the track."

-Emily Comber



Emily Comber from the WDC Graduate Program with WDC Senior Regional Officer Bec Kelly.



Auditor General

INDEPENDENT AUDITOR'S OPINION

2021

Wheatbelt Development Commission

To the Parliament of Western Australia

Report on the audit of the financial statements

I have audited the financial statements of the Wheatbelt 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 Wheatbelt 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.

Report on the audit of controls

Opinion

I have undertaken a reasonable assurance engagement on the design and implementation of controls exercised by the Wheatbelt 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 Wheatbelt 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 Wheatbelt 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 Wheatbelt 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 Wheatbelt 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
6 September 2021

Wheatbelt Development Commission – 30 June 2021

Disclosures and Legal Compliance

Certification of Financial Statements

For the reporting period ended 30 June 2021

The accompanying financial statements of the Regional 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.



Carolyn Gibbon
Acting Chief Finance Officer
3 September 2021



Rob Cossart
Chief Executive Officer
3 September 2021



Rebecca Tomkinson
Chairperson of the Board
3 September 2021

Wheatbelt Development Commission – 30 June**Table of Contents****Index****Financial Statements**

Statement of Comprehensive Income	6
Statement of Financial Position	7
Statement of Changes in Equity	8
Statement of Cash Flows	9

Notes to the financial statements

1. Basis of Preparation	10
Statement of compliance	10
Basis of preparation	10
Judgements and estimates	10
Contributed equity	10
2. Use of Our Funding	10
2.1. (a) Employee benefits expenses	11
2.1. (b) Employee related provisions	11
2.2. Grants and Subsidies	12
2.3. Other expenditure	13
3. Our Funding Sources	13
3.1. Income from State Government	13
3.2. Other income	14
4. Key Assets	14
4.1. Property, plant and equipment	14
4.2. Intangible assets	15
4.3. Right-of-use assets	16
5. Other Assets and Liabilities	17
5.1. Receivables	17
5.2. Amounts receivable for services (Holding Account)	17
5.3. Payables	17
6. Financing	17
6.1. Lease Liabilities	18
6.2. Cash and Cash Equivalents	18
6.3. Capital Commitments	19
7. Financial instruments and Contingencies	19
7.1. Financial Instruments	19
7.2. Contingent assets and liabilities	19
8. Other Disclosures	19
8.1. Events occurring after the end of the reporting period	19
8.2. Correction of prior period errors/changes in accounting policy	20
8.3. Key management personnel	20
8.4. Related party transactions	21
8.5. Related bodies	21
8.6. Affiliated bodies	21
8.7. Special purpose accounts	21
8.8. Remuneration of auditors	21
8.9. Equity	21
8.10. Supplementary financial information	21
8.11. Explanatory statement	21

Wheatbelt Development Commission – 30 June 2021

Statement of Comprehensive Income
For the year ended 30 June 2021

	Notes	2021 \$'000	2020 \$'000
COST OF SERVICES			
Expenses			
Employee benefits expense	2.1(a)	271	358
Supplies and services	2.3	1,534	1,267
Depreciation and amortisation expense	4.1, 4.2, 4.3	14	62
Grants and subsidies	2.2	-	135
Other expenses	2.3	17	8
Total cost of services		<u>1,836</u>	<u>1,830</u>
Income			
Other income	3.2	155	30
Total income		<u>155</u>	<u>30</u>
NET COST OF SERVICES		<u>1,681</u>	<u>1,800</u>
Income from State Government			
Income from other public sector entities	3.1	753	456
Resources received	3.1	1,214	1,036
Total income from State Government		<u>1,967</u>	<u>1,492</u>
SURPLUS/(DEFICIT) FOR THE PERIOD		<u>286</u>	<u>(308)</u>
TOTAL COMPREHENSIVE INCOME/(LOSS) FOR THE PERIOD		<u>286</u>	<u>(308)</u>

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

Wheatbelt Development Commission – 30 June 2021

Statement of Financial Position
As at 30 June 2021

	Notes	2021 \$'000	2020 \$'000
ASSETS			
Current Assets			
Cash and cash equivalents	6.3	328	38
Restricted cash and cash equivalents	6.3	104	-
Receivables	5.1	154	176
Total Current Assets		586	214
Non-Current Assets			
Amounts receivable for services	5.2	99	99
Property, plant and equipment	4.1	1	4
Right-of-use assets	4.3	31	8
Total Non-Current Assets		131	111
TOTAL ASSETS		717	325
LIABILITIES			
Current Liabilities			
Payables	5.3	215	111
Lease liabilities	6.1	6	10
Employee related provisions	2.1(b)	135	115
Total Current Liabilities		356	236
Non-Current Liabilities			
Lease liabilities	6.1	25	-
Employee related provisions	2.1(b)	-	39
Total Non-Current Liabilities		25	39
TOTAL LIABILITIES		381	275
NET ASSETS		336	50
EQUITY			
Contributed equity	8.9	75	75
Accumulated surplus/(deficit)		261	(25)
TOTAL EQUITY		336	50

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

Wheatbelt Development Commission – 30 June 2021**Statement of Changes in Equity
For the year ended 30 June 2021**

	Notes	Contributed equity \$'000	Accumulated surplus \$'000	Total equity \$'000
Balance at 1 July 2019		75	283	358
Deficit			(308)	(308)
Total comprehensive income for the period		-	(308)	(308)
Balance at 30 June 2020	8.9	75	(25)	50
Balance at 1 July 2020		75	(25)	50
Deficit			286	286
Total comprehensive income for the period		-	286	286
Balance at 30 June 2021	8.9	75	261	336

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

Wheatbelt Development Commission – 30 June 2021

Statement of Cash Flows
For the year ended 30 June 2021

	Notes	2021 \$'000	2020 \$'000
CASH FLOWS FROM STATE GOVERNMENT			
Funds from other public sector entities		<u>753</u>	<u>382</u>
Net cash provided by State Government		<u>753</u>	<u>382</u>
<i>Utilised as follows:</i>			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee benefits		(283)	(275)
Supplies and services		(235)	(155)
Grants and subsidies		-	(135)
GST payments on purchases		(13)	(10)
Other payments		(21)	(1)
Receipts			
GST receipts on sales		28	-
GST receipts from taxation authority		19	(1)
Other receipts		<u>159</u>	<u>18</u>
Net cash used in operating activities		<u>(346)</u>	<u>(559)</u>
CASH FLOWS FROM FINANCING ACTIVITIES			
Payments			
Principal elements of lease payments		<u>(13)</u>	<u>(11)</u>
Net cash used in financing activities		<u>(13)</u>	<u>(11)</u>
Net increase / (decrease) in cash and cash equivalents		394	(188)
Cash and cash equivalents at the beginning of the period		38	226
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD	6.2	<u><u>432</u></u>	<u><u>38</u></u>

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

Wheatbelt Development Commission – 30 June 2021**Notes to the financial statements****1. Basis of Preparation**

The Wheatbelt 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 3 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:

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

Wheatbelt Development Commission – 30 June 2021

Notes to the financial statements

2.1. (a) Employee benefits expenses

	2021 \$'000	2020 \$'000
Employee benefits	244	329
Superannuation - defined contribution plans	27	29
Total employee benefits expenses	271	358
Add: AASB 16 Non-monetary benefits	11	12
Net employee benefits	282	370

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
Current		
<u>Employee benefits provisions</u>		
Annual leave	27	57
Long service leave	106	57
	133	114
<u>Other provisions</u>		
Employment on-costs	2	1
Total current employee related provisions	135	115

2.1. (b) Employee related provisions (continued)

	2021 \$'000	2020 \$'000
Non-Current		
<u>Employee benefits provisions</u>		
Long service leave	-	39
Total non-current employee related provisions	-	39
Total employee related provisions	135	154

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.

Wheatbelt Development Commission – 30 June 2021**Notes to the financial statements**

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

Employment on-costs, including workers' compensation insurance, are not employee benefits and are recognised separately as liabilities and expenses when the employment to which they relate has occurred. Employment on-costs are included as part of 'other expenditure, 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
Employment on cost provision		
Carrying amount at start of period	3	-
Additional/(reversals of) provisions recognised	(1)	3
Carrying amount at end of period	2	3

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	-	117
Local Government agencies	-	18
Total recurrent grants and subsidies	-	135

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.

Wheatbelt Development Commission – 30 June 2021

Notes to the financial statements

2.3. Other expenditure

	2021	2020
	\$'000	\$'000
Supplies and services		
Board fees	82	85
Communications	1	2
Consultants and contractors	191	121
Consumables	12	8
Travel	12	10
Other	22	4
Resources provided free of charge by DPIRD ^(a)	1,214	1,037
Total supplies and services expense	1,534	1,267
Other expenses		
Building and infrastructure maintenance	3	-
Donations and sponsorships	6	-
Internal audit fees	6	4
Other expenses	2	4
Total other expenses	17	8
Total other expenditure	1,551	1,275

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

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

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

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

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	2020
	\$'000	\$'000
Income received from other public sector entities during the period:		
- Department of Primary Industries and Regional Development - operational funding	648	456
- Department of Primary Industries and Regional Development – Service Level Agreement	75	
- Peel Development Commission – Service Level Agreement	30	
Total grants and subsidies	753	456
Resources received from other public sector entities during the period:		
- Services received free of charge ^(a)	1,214	1,036
Total resources received	1,214	1,036
Total income from State Government	1,967	1,492

Wheatbelt Development Commission – 30 June 2021

Notes to the financial statements

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

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

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

3.2. Other income

	2021 \$'000	2020 \$'000
Other sundry income	9	30
Return of unspent grant monies	146	-
Total other income	155	30

4. Key Assets

Assets the Commission utilises for economic benefit or service potential

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

	Notes
Property, plant and equipment	4.1
Intangibles	4.2
Right-of-use assets	4.3

4.1. Property, plant and equipment

Year ended 30 June 2021	Office equipment \$'000	Total \$'000
1 July 2020		
Gross carrying amount	494	494
Accumulated depreciation	(490)	(490)
Carrying amount at start of period	4	4
Depreciation	(3)	(3)
Carrying amount at 30 June 2021	1	1
Gross carrying amount	494	494
Accumulated depreciation	(493)	(493)

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 and infrastructure costing less than \$5,000 are immediately expensed direct to the Statement of Comprehensive Income (other than where they form part of a group of similar items which are significant in total).

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.

Wheatbelt Development Commission – 30 June 2021**Notes to the financial statements****4.1.1 Depreciation and impairment**

	2021 \$'000	2020 \$'000
Office equipment	<u>3</u>	<u>50</u>

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, land and investment properties.

Depreciation is generally calculated on a straight line basis, at rates that allocate the asset's value, less any estimated residual value, over its estimated useful life. Typical estimated useful lives for office equipment for current and prior years is five 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.

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	Licences \$'000	Computer software \$'000	Total \$'000
1 July 2020			
Gross carrying amount	20	14	34
Accumulated amortisation	(20)	(14)	(34)
Carrying amount at start and end of period	<u>-</u>	<u>-</u>	<u>-</u>

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.

Wheatbelt Development Commission – 30 June 2021**Notes to the financial statements****4.2.1 Amortisation and impairment**

As at 30 June 2021 and 2020 the Intangible assets are fully amortised and 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:

- Licences Up to 10 years
- Software that is not integral to the operation of related hardware 3 to 5 years

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
Vehicles - net carrying amount	<u>31</u>	<u>8</u>

Additions to right-of-use assets during the 2021 financial year were \$31,897 (2020: \$20,000).

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.

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
Total right-of-use asset depreciation - vehicles	<u>11</u>	<u>12</u>

The total cash outflow for leases in 2021 was \$11,444 (2020: \$10,861).

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

The Commission has leases for vehicles.

Wheatbelt Development Commission – 30 June 2021**Notes to the financial statements**

The Commission recognises leases as right-of-use assets and associated lease liabilities in the Statement of Financial Position.

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

5. Other Assets and Liabilities

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

	Note
Receivables	5.1
Amounts receivable for services	5.2
Payables	5.3

5.1. Receivables

	2021	2020
	\$'000	\$'000
GST receivable	-	15
Other debtors	154	161
Total current receivables	154	176

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

5.2. Amounts receivable for services (Holding Account)

	2021	2020
	\$'000	\$'000
Non-current balance at end of period	99	99

Amounts receivable for services represent the non-cash component of service appropriations. It is restricted in that it can only be used for asset replacement or payment of leave liability.

Amounts receivable for services are considered not impaired (i.e. there is no expected credit loss of the Holding Account).

5.3. Payables

	2021	2020
	\$'000	\$'000
Trade payables	48	99
Other payables	19	2
Accrued expenses	145	10
Accrued salaries	3	-
Total current payables	215	111

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.

6. Financing

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

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

Wheatbelt Development Commission – 30 June 2021**Notes to the financial statements****6.1. Lease Liabilities**

	2021 \$'000	2020 \$'000
Current	6	10
Non-current	25	-
	<u>31</u>	<u>10</u>

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
Non-restricted cash and cash equivalents	328	38
Restricted cash and cash equivalents		
<i>Royalties for Regions Fund Projects Restricted cash</i>		
<i>Regional Grant Scheme</i>	104	-
Total cash and cash equivalents	<u>432</u>	<u>38</u>

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.

Wheatbelt Development Commission – 30 June 2021**Notes to the financial statements****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	2020
	\$'000	\$'000
<u>Financial assets</u>		
Cash and cash equivalents	432	38
Financial assets at amortised cost ^(a)	253	260
Total financial assets	685	298

7.1 Financial Instruments (continued)

<u>Financial liabilities</u>		
Financial liabilities at amortised cost ^(b)	229	121
Total financial liabilities	229	121

(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.

Wheatbelt 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
Compensation of members of the accountable authority		
50,001 - 60,000	1	1
10,001 - 20,000	1	1
0 - 10,000	6	4
Compensation of senior officers (\$)	2021	2020
240,001 - 250,000	1	-
190,001 - 200,000	-	1
170,001 - 180,000	1	-
160,001 - 170,000	-	1
60,001 - 70,000	-	1
	\$'000	\$'000
Short-term employee benefits	340	451
Post-employment benefits	35	42
Other long-term benefits	39	26
Total compensation for members of the accountable authority and senior officers	414	519

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

Wheatbelt Development Commission – 30 June 2021**Notes to the financial statements****8.4. Related party transactions**

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

Related parties of the Commission include:

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

Material transactions with other related entities

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

8.5. Related bodies

The Commission had no related bodies during the reporting period.

8.6. Affiliated bodies

The Commission had no affiliated bodies during the reporting period.

8.7. Special purpose accounts

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

8.8. Remuneration of auditors

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

	2021 \$'000	2020 \$'000
Auditing the accounts, financial statements, controls, and key performance indicators	<u>26</u>	<u>20</u>

8.9. Equity

	2021 \$'000	2020 \$'000
Contributed equity		
Balance at start of year	<u>75</u>	<u>75</u>
Balance at end of period	<u>75</u>	<u>75</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.

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

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 Wheatbelt Development Commission's performance, and fairly represent the performance of the Wheatbelt Development Commission for the financial year ended 30 June 2021.



Rebecca Tomkinson
Chairperson of the Board

1 September 2021



Rob Cossart
Chief Executive Officer

1 September 2021

WHEATBELT DEVELOPMENT COMMISSION KEY PERFORMANCE INDICATORS For the year ended 30 June 2021

Detailed Information in Support of Key Performance Indicators

Relationship to Government Goals

The Government's desired outcome from the activities of the Wheatbelt Development Commission is that the benefits from sustainable development are consistent with the expectations of the regional community and aligned with the State Government's goals, particularly 'WA Jobs Plan: local manufacturing and production, creating Western Australian jobs and training for the jobs of the future' and 'Growing our communities: protecting our environment with thriving suburbs and regions'. The Commission achieves this outcome by providing information and promotion services and facilitation function to deliver beneficial outcomes to business, community groups and to people living and working in the Wheatbelt region.

Key Effectiveness Indicators

The Commission measures its effectiveness indicators through an annual client perceptions survey, conducted by an independent market research company. In 2021, 107 stakeholders were identified, comprising of Local, State and Commonwealth agencies, as well as private entities and non-government agencies. A total of 94 completed surveys were obtained from this client contact list (a response rate of 88%), giving a maximum standard error ratio of +/-3.54% at the 95% confidence level.

The annual client survey is derived from all Wheatbelt Development Commission contacts through the whole month of May each year. Each year the three core questions are surveyed:

- Activities promote sustainable development in the Wheatbelt region.
- Activities lead to benefits for the people of the Wheatbelt region.
- Activities are appropriate to community needs.

Effectiveness of the Commission		Actual 2017	Actual 2018	Actual 2019	Actual 2020	Target 2021	Actual 2021
Satisfaction survey that the Commission is achieving its outcome	Strongly Agree	34%	28%	33%	n/a*	30%	33%
	Agree	56%	61%	61%	n/a*	60%	59%
	Neither Agree or Disagree	4%	5%	4%	n/a*	5%	6%
	Disagree	2%	2%	2%	n/a*	2%	2%
	Strongly Disagree	2%	2%	-	n/a*	2%	-
	Don't Know	2%	2%	-	n/a*	1%	-

WHEATBELT DEVELOPMENT COMMISSION KEY PERFORMANCE INDICATORS For the year ended 30 June 2021

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

Key Efficiency Indicators

Service 1: Information and Promotion

The provision of timely and accurate information to meet client need in developing the Wheatbelt region through identification and promotion of the comparative advantages of the Region, the diversification of industry and businesses, and by providing a central point for information and assistance.

Efficiency Indicator	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Target 2021	Actual 2021
Average cost per chargeable hour	\$133	\$101	\$91	\$95	\$106	\$85
Average cost per program of grants conveyed	\$18,936	\$113,757	\$29,558	\$278,425	\$114,738	\$18,198

Service 2: Facilitation

The provision of assistance, support and encouragement to clients, based around identified regional opportunities. Central to this service are activities that relate to the facilitation of the upgrading of infrastructure, provide encouragement and support to the development of new industries and facilitate the intensification, expansion and diversification of existing industries.

Efficiency Indicator	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Target 2021	Actual 2021
Average cost per chargeable hour	\$119	\$88	\$76	\$96	\$114	\$85
Average cost per program of grants conveyed	\$67,439	\$43,964	\$2,451	\$29,656	\$44,736	\$27,297

The Wheatbelt Development Commission uses cost per hour of service and cost per program of grants conveyed as its efficiency indicators.

Note 1: Operating cost information is sourced from the Statement of Comprehensive Income net cost of service excluding grants and subsidies.

Note 2: The target cost per hour is an estimated figure based on budgeted expenditure and staffing levels.

Note 3: The quantity of "Program of grants conveyed" is calculated by counting all grants worked on during this year; this includes any grants awarded or paid during the year. As such, it is possible that a single grant may be counted in multiple years and reflects the higher level of complexity normally associated with larger grants.

Comparison between Actual and Target for 2020-21

The commissions total cost of services less grants and subsidies was 2% below target. The total hours were 29% over target.

WHEATBELT DEVELOPMENT COMMISSION KEY PERFORMANCE INDICATORS For the year ended 30 June 2021

Service 1: Information and Promotion

The commission expected 34% of hours allocated to Service 1 however, 50% of actual hours were spent on service 1.

The average cost per chargeable hour was 20% below target – although more actual hours and higher actual expenses related to Service 1 compared with target, the time spent on Service 1 increased more than cost due to the large number of small grant election commitments relating to this service.

The average cost per program of grants conveyed was 84% lower than target due to a significant increase in the number of grants facilitated by the Commission resulting from the small grants election commitment.

Service 2: Facilitation

The commission expected 66% of hours allocated to Service 2 however, 50% of actual hours were spent on service 2.

The average cost per chargeable hour was 26% below target due to less actual hours and lower actual expense compared with target due a large number of the small grants election commitments and actual hours relating to Service 1.

The average cost per program of grants conveyed was 39% below target due to a significant increase in the number of grants facilitated by the Commission resulting from the small grants election commitment.

Our Region

Our Reports

Our Organisation

Our Strategic Focus

Reporting Requirements

Board and Committee Remuneration

Wheatbelt Development Commission Board

Position Title	Member name	Type of remuneration	Period of membership	Term of appointment	Base salary/sitting fee	Gross action remuneration for the financial year
Chair	Rebecca Tomkinson	Stipend	12 months	14/08/2017-30/06/2023	\$47,250 pa	\$47,250
Deputy Chair	Leslee Holmes	Stipend and Sitting fee	12 months	05/02/2018 - 30/06/2021	\$3,750 pa \$790 full day \$513 part day	\$11,626
Member	Ross Ainsworth	Sitting fee	6 months	30/06/2016 - 31/12/2020	\$622 full day \$403 part day	\$4,246
Member	Julie Flockart	Sitting fee	12 months	05/02/2018 - 30/06/2021	\$622 full day \$403 part day	\$5,034
Member	Amanda Walker	Sitting fee	12 months	03/12/2018 - 31/12/2021	\$622 full day \$403 part day	\$5,437
Member	Oral McGuire	Sitting fee	12 months	14/04/2020 - 31/12/2021	\$622 full day \$403 part day	\$5,944
Member	Kerryn Chia	Sitting fee	6 months	11/01/2021 - 30/06/2023	\$622 full day \$403 part day	\$806

Avon Industrial Park Advisory Committee

Position Title	Member name	Type of remuneration	Period of membership	Term of appointment	Base salary/sitting fee	Gross action remuneration for the financial year
Chair	Paul Tomlinson	Sitting fee	12 months	07/12/2018 - 30/06/2021	\$361 full day \$237 part day	\$711
Member	Simon Northey	Sitting fee	12 months	07/12/2018 - 30/06/2021	\$247 full day \$165 part day	\$330
Member	Rob Tinetti	Sitting fee	12 months	07/12/2018 - 30/06/2021	\$247 full day \$165 part day	Nil
Member	Ross Ainsworth	Sitting fee	7 months	07/12/2018 - 31/12/2020	\$247 full day \$165 part day	\$330
Member	Julie Flockart	Sitting fee	5 months	10/02/2021 - 30/06/2021	\$247 full day \$165 part day	\$165

Other Legal Requirements

Advertising

In compliance with section 175ZE of the Electoral Act 1907, the WDC is required to report on expenditure incurred during the financial year in relation to advertising agencies, market research organisations, polling organisations, direct mail organisations and media advertising organisations. The following expenditures were incurred (inclusive of GST):

Expenditure	Organisation	Amount (\$)	Total (\$)
Advertising agencies	Nil	Nil	Nil
Market research organisations	Advantage Communications and Marketing Pty Ltd	\$1,168.20	\$1,168.20
Polling agencies	Nil	Nil	Nil
Direct mail agencies	Nil	Nil	Nil
Media advertising agencies	Nil	Nil	Nil
Newspaper advertising			
WDC Board Nominations	Initiative	\$1,287.98	
WDC Board Nominations	Jurien Bay Community Resource Centre	\$140.00	
WDC Board Nominations	Merredin Community Resource Centre	\$315.00	
Total Newspaper Advertising			\$1,742.98
Grand Total			\$2,911.18

Disability Access and Inclusion Plan Outcomes

The WDC Disability Access and Inclusion Plan 2017 - 2022 aims to provide access to the Commission's services, facilities and information by ensuring:

- Existing functions, facilities and services are adapted to meet the needs of people with disabilities;
- All information produced by the Commission is available in alternative formats upon request; and
- The Commission's website and online marketing is progressing towards compliance with Public Sector Commission policy.

The WDC co-locates with the DPIRD with all office locations having disabled access facilities. The WDC seeks to ensure that all off site events have disabled access facilities. Information about functions, facilities and services can be provided in alternative formats to meet the communication needs of people with disabilities. All functions and meetings are arranged with consideration of access for people with disabilities.

Human Resource Management Standards

The WDC complies with the Public Sector Standards in Human Resource Management. Human Resource Management is overseen by the Department of Primary Industries and Regional Development. No instances of transfer, redeployment, discipline, termination or grievance resolution breaches occurred during 2020-21.

Claims for Breaches of the Standards:

Nil

Public Sector Standards, Code of Conduct and Code of Ethics

The WDC has policies, including the Code of Conduct, to support compliance with the Public Sector Standards, Code of Conduct and Code of Ethics, that apply to the CEO and Board members. The WDC policy suite forms part of the Board induction requirements. The Board and CEO undertook Accountable and Ethical Decision Making training and Good Governance training in December 2020. All policies including the code of conduct were reviewed in December 2020 and the Board has a schedule to review internal policies to ensure compliance with the Public Sector Commission requirements.

DPIRD has policies, including the Code of Conduct, to support compliance with the Public Sector Standards, Code of Conduct and Code of Ethics, that apply to the Commission Staff employed by DPIRD. The DPIRD and WDC policy suite forms part of staff induction requirements.

The WDC did not receive any complaints relating to its compliance with the Commission or DPIRD policies, Public Sector Standards, Code of Conduct and Code of Ethics during 2020-21.

Compliance with Public Sector Management Act Section 31(1)

1. In the administration of the 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.
2. I have put in place procedures designed to ensure such compliance and conducted appropriate internal assessments to satisfy myself that the statement made in 1 is correct.
3. 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

Reporting on Record Keeping Plans

In accordance with the *State Records Act 2000*, a Record Keeping Plan has been developed, consistent with the principles defined by the State Records Commission.

The WDC does not have a formal record keeping training program due to the small number of staff and the geographically diverse nature of the office locations. Training in record keeping practices is given to new employees at the earliest practical opportunity, with a preference for onsite training at the office that is the employee's usual base. Training for existing employees is provided as required, for example, during implementation of new technology or systems.

An induction program for new staff addresses the responsibilities of the WDC and its employees with regard to compliance in a number of areas, including record keeping practices and expectations. Policies related to record keeping and computer management are reviewed biennially and updated, if required, in line with current operational and compliance requirements.

Freedom of Information

The WDC maintains a range of documents relating to its business activities in both hard copy and electronic form. Documents covering the business activities of administrative processes and procedures, corporate services, grant funding management, board functions and project work are kept in accordance with the *State Records Act 2000*.

Applications for information not normally provided publicly or posted on the website can be made under the provisions of the *Freedom of Information Act 1992*. The WDC received no Freedom of Information requests during the 2020-21 financial year.

Work Health and Safety

The WDC is committed to provide and maintain a safe and healthy environment in its workplaces in accordance with the *Work Health and Safety Act 2020 WA*, and the *Occupational Safety and Health Regulations 1996*. The WDC has a suite of policies to support safe workplace practices including road travel which are part of the Board and Staff induction.

The WDC is committed to assisting injured workers to return to work as soon as medically appropriate and will adhere to the requirements of the *Workers' Compensation and Injury Management Act 1981* in the event of a work related injury. The WDC will make provision for injured workers, including an Injury Management System and a Return to Work Program.

To date there have been no reported incidents, however the mechanism is in place should one occur. The Commission co-locates with the DPIRD and complies with the Department's Occupational Safety Health Management Policy.

Asbestos Awareness and Management

The WDC co-locates in all of its regional offices with DPIRD and complies with the DPIRD Occupational Safety Health Management Policies. The DPIRD 2020-21 Annual Report will report on progress towards achieving relevant targets of the National Strategic Plan for Asbestos Awareness and Management 2019-2023.

Report of Annual Performance 2020-21

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/disease (LTI/D) severity rate	Zero (0)	Zero (0)
Percentage of injured workers returned to work within (i) 13 weeks and (ii) 28 weeks	Greater than or equal to 80%	N/A
Percentage of managers trained in occupational safety, health and injury management responsibilities	Greater than or equal to 80%	50%

WA Multicultural Policy Framework

The DPIRD Multicultural Plan 2021-2026 sets out the tangible ways in which the Department and the Wheatbelt Development Commission will work to achieve the policy priorities, outcomes and strategies of the WA Multicultural Policy Framework for the Culturally and Linguistically Diverse community of Western Australia.

Ministerial Directives

No Ministerial Directives were received during the 2020-21 financial year.

Evaluations

No formal program evaluations were undertaken during the 2020-21 financial year.

Unauthorised Use of Credit Cards

For the year ended 30 June 2021, there were no instances of any personal use on the credit cards.

Aggregate amount of personal use expenditure for the reporting period	\$0
Aggregate amount of personal use expenditure settled by the due date (within 5 working days)	\$0
Aggregate amount of personal use expenditure settled after the period (after 5 working days)	\$0
Aggregate amount of personal use expenditure outstanding at balance date	\$0
Number of referrals for disciplinary action instigated by the Commission during the reporting period	\$0



The Dowerin Do Over event held in April 2021. Photo courtesy of Town Team Movement.

Contact Us:

Wheatbelt Development Commission
75 York Rd (PO Box 250)
Northam WA 6401

(08) 9622 7222
info@wheatbelt.wa.gov.au

