



Wheatbelt Development Commission

# Annual Report

## 2021-22



[wheatbelt.wa.gov.au](http://wheatbelt.wa.gov.au)

An aerial photograph of a landscape featuring a large, dark, irregularly shaped body of water (Lake Baladjie) on the left side. To the right of the lake is a vast, arid landscape with a mix of light brown and tan soil, interspersed with numerous small, dark, scrubby bushes and trees. The overall scene is captured from a high angle, showing the natural contours and textures of the terrain.

## 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 Yamatji 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.



## Statement of Compliance

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

In accordance with Section 63 of the *Financial Management Act 2006*, we hereby submit for your information and presentation to Parliament, the Annual Report of the Wheatbelt Development Commission for the financial year ended 30 June 2022.



Rebecca Tomkinson  
Chair

8 September, 2022



Robert Cossart  
Chief Executive Officer

8 September, 2022



# Welcome

Welcome to the Wheatbelt Development Commission Annual Report 2021-22. The annual report is published to provide transparency and accountability of the Wheatbelt Development Commission to Parliament, our stakeholders and the community we serve.

It outlines the operational, financial and service performance of the Commission for the 2021-22 financial year and how the challenges and opportunities experienced by the region have been addressed.

## Alternative formats

This publication is available in alternative formats upon request. Please contact us to request a copy or submit an enquiry.

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## Disclaimer

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Merredin grain silos. Photography by Bewley Shaylor, courtesy of FORM

Cover image: Sandalwood seed harvesting

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## About the Wheatbelt Development Commission

### Who we are

The Wheatbelt Development Commission is a statutory authority of the Western Australian Government, established in 1994 under the *Regional Development Commissions Act 1993*. It is one of nine Development Commissions, each serving a different region of Western Australia.

The Commission is run by a board of management selected with membership categories of community, local government and Ministerial representation.

### What we do

The Commission is responsible for the coordination and promotion of the economic and social development of the Wheatbelt region. We work to make the Wheatbelt a better place to live, work and invest by partnering with government, communities, business and industry to identify and support projects that benefit the region.

### Enabling Legislation

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



### Responsible Minister

**Hon Alannah MacTiernan MLC**

Minister for Regional Development; Agriculture and Food; Hydrogen Industry

The Minister has the power to direct the Commission, either generally or with respect to a particular matter, on the exercise and performance of its powers, functions and duties under the *Regional Development Commissions Act 1993*. The Commission must act on such directions, providing the link between government policy and planning, and regional aspirations and needs.

## Objects and functions

Under the *Regional Development Commissions 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 within the Region are 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 Wheatbelt region;
- Facilitates coordination between relevant statutory bodies and government agencies;
- Cooperates 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 encourages the provision of that infrastructure; and
- Coordinates State and Federal agencies, instrumentalities and statutory bodies to promote equitable delivery of services in the Region.

## Other key legislation impacting on the Agency's activities

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

- *Regional Development Commissions Act 1993*;
- *Corruption and Crime Commission Act 2003*;
- *Disability Services Act 1993*;
- *Electoral Act 1907*;
- *Equal Opportunity Act 1984*;
- *Financial Management Act 2006*;
- *Freedom of Information Act 1992*;
- *Industrial Relations Act 1979*;
- *Minimum Conditions of Employment Act 1993*;
- *Procurement Act 2020*;
- *Public Interest Disclosure Act 2003*;
- *Public Sector Management Act 1994*;
- *Royalties for Regions Act 2009*;
- *Salaries and Allowances Act 1975*;
- *State Records Act 2000*;
- *Work Health and Safety Act 2020*; and
- *Workers' Compensation Rehabilitation Act 1981*.



## Welcome to the 2021-22 Wheatbelt Development Commission Annual Report.

### Chair's foreword

Reflecting on the past 12 months, I am proud of the role we have played in supporting Western Australia's economic recovery. The Commission has continued to play a pivotal role in furthering economic development in the region; supporting local businesses through the COVID-19 pandemic recovery; overseeing recovery efforts in the wake of the Wheatbelt bushfires; attracting new investment that enables innovation and increased climate resilience; advocating for infrastructure development; and facilitating new opportunities for Aboriginal economic and development.

The Wheatbelt has continued to perform as one of the State's most stable economies, with the Gross Regional Product (GRP) increasing to \$7.73 billion in 2021, buoyed by the region's burgeoning small to medium enterprise sector, strong mining and agricultural sectors and a record-breaking grain yield of 24 million tonnes.

As Western Australia reconnects with domestic and global trading partners, the strong and stable economic position of the Wheatbelt has ensured the region remains a critical economic driver, with our local businesses and communities well positioned to capitalise on future opportunities.

The emergence and development of renewable energy and green industries has made the Wheatbelt an attractive location for corporate investment in carbon farming and neutrality initiatives, as well as renewable fuel, hydrogen industry and mining projects integral to the State's 'green' economy.

Our Regional Economic Development (RED) Grants have continued to play a critical role in investment attraction and diversification of our growing economy, boosting jobs, increasing productivity and developing skills through locally-driven projects.



The latest round of RED Grant recipients, announced in February 2022, will drive economic growth through several emerging industries, including native seed and locally-grown artisan malt; as well as support a number of existing Wheatbelt businesses, the sustainability of our local communities and alleviate current pressures by boosting regional housing stock.

The strength of the nine Regional Development Commissions and the Department of Primary Industries and Regional Development (DPIRD) working together to implement the Regional Development Portfolio Plan and the implementation of priority initiatives continues to yield strong results for regional WA. The allocation of \$48 million in this year's State budget for regional digital connectivity and the continued regional outcomes of the Local Content Program are great examples of what we can achieve when we work together for regional WA.

Despite the strong economic return and investment, this past financial year was not without its challenges. The economic impacts of COVID-19 continued to be felt across the region, with many businesses experiencing difficulties attracting seasonal and skilled labour and pressures on local housing markets. The ingenuity and commitment of our regional businesses and Local Government Authorities have been nothing short of impressive in identifying solutions to overcome many of these challenges.

In February 2022, the resilience of the region was tested after bushfires burnt through 65,000 hectares of land across the Shires of Bruce Rock, Corrigin, Quairading, Narrogin, Cuballing and Wickiepin, causing significant damage to infrastructure, soils, paddocks and livestock. I am proud of the way the Commission worked with Local Government Authorities and community groups to support immediate on-farm recovery and extension efforts, while leading long-term community recovery through the appointment of our Chief Executive Officer, Robert Cossart, as the District Recovery Coordinator. Rob's appointment demonstrates the importance of the Regional Development Commissions as regionally focused strategic organisations that work in

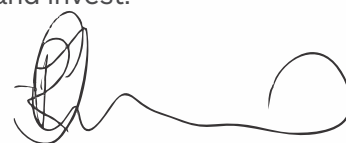
partnership with the private, public and not-for-profit sectors to identify and implement tailored, region-specific solutions.

As we tick over the halfway mark in the implementation of our Strategic Plan, we remain focused on our priorities to be a forward-thinking regional development agency that is connected and valued across the private and public sector and our regional communities to create a prosperous future for the Wheatbelt.

At the end of this financial year, the Commission bid farewell to Board Member Amanda Walker. A passionate advocate for regional development and the Wheatbelt, Amanda has used her varied roles to enable Wheatbelt businesses and regional economies to thrive. Her dedication to the Commission over the last three and a half years has been greatly appreciated and I wish her all the best in her future endeavours.

I am pleased to welcome Shane Kay to the Board as her successor, joining us in the new financial year. Possessing a wealth of experience across the horticultural sector, regional development and export market development, Shane's appointment will complement and enhance the Board's skillset and the Commission's leadership capability as an influential and progressive regional development agency.

The Board and staff members have worked tirelessly throughout 2021-22 to deliver the best outcomes for the Wheatbelt region, ensuring it remains a valuable asset and contributor to the economic prosperity of Western Australia. I commend their efforts and look forward to the year ahead, as we continue to promote the region and facilitate development and opportunities that exhibit the Wheatbelt as a great place to live, work, visit and invest.



Rebecca Tomkinson  
Chair



## CEO's foreword

Throughout 2021-22, the Wheatbelt Development Commission has strived to support and deliver initiatives that provide long-term social and economic benefits for the region. Our annual report highlights some of this year's major achievements and milestones through our projects and initiatives, demonstrating the resilience, innovation and the passion of the Wheatbelt community and our commitment to delivering on our strategic objectives and priorities.

Over the last 12 months, the Commission has continued to advocate for forward-thinking infrastructure solutions that align with the region's long-term needs. By working with State Government counterparts, Local Government Authorities and the private sector, the Commission was able to secure funding for road upgrades, residential and industrial land activation, digital connectivity improvements and power and water supply infrastructure. This includes the Koojan West and Boundary Road intersection upgrades in the Shires of Moora and Dandaragan, a significant project in the Central Midlands sub-region which will improve road user access and provide critical infrastructure to support Western Australia's north-south beef supply chain.

The Commission continued to work with Development WA, local government and the private sector to facilitate industrial land development to accommodate the region's future grain freight requirements, as well as support the growing mining, manufacturing and renewable energy sectors. Rail and road feasibility and design assessments undertaken in partnership with Main Roads WA and CBH Group at the Avon Industrial Park will improve access, freight efficiency and assist in attracting new investment to the region.

A central pillar of the Commission's Strategic Plan 2020-2023 is our commitment to creating and supporting opportunities for Aboriginal economic



development, championing sustainable and healthy communities and empowering future leaders. The Commission is proud to represent the Regional Development Commission on the Noongar Economic Participation Steering Committee to facilitate opportunities arising from the Noongar Native Title Agreement, ensuring our regional stakeholders are engaged and committed to achieving inter-generational change.

Partnering with Leadership WA, the Commission offered three local emerging Aboriginal leaders the opportunity to build their leadership knowledge and skills through the inaugural Wheatbelt Development Commission Aboriginal Leadership Scholarships. The Eastern Wheatbelt Emerging Leaders program, a partnership between the Commission, WA Police and Leadership WA, brought together 27 community and business leaders from across the Eastern Wheatbelt for a bespoke leadership course. The benefits extend far beyond the participants, supporting sustainable, resilient and liveable Wheatbelt communities.

The implementation of the Regional Drought Resilience Program and Water Smart Farms project has continued to strengthen our role in building climate resilience across the region. Working in partnership with Local Government Authorities, State Government agencies, the Australian Government and universities, the Southern Wheatbelt Climate Resilience Plan will identify local, sub-regional and regional priorities for climate resilience investment.

In February, the recipients of the fourth round of RED Grants were announced. The RED Grants program continues to be a key pillar of the Commission, supporting sustainable jobs, increasing business productivity, developing skills, diversifying the local economic base and attracting new investment to the Wheatbelt region. The RED Grants have played a fundamental role in the growth of Wheatbelt businesses and local

industries over the past four years, providing long-term social and economic benefits to our regional communities.

In a year that was not without its challenges, the Commission continued to work collaboratively to deliver practical, forward-thinking solutions for Wheatbelt residents and businesses as we transitioned to our new 'COVID normal'. This included navigating the impacts of regional workforce and housing constraints, and reengaging with domestic and international markets.

February's Wheatbelt bushfires impacted over 65,000 hectares of farmland, livestock and infrastructure across the Shires of Corrigin, Quairading, Bruce Rock, Cuballing, Narrogin and Wickepin. The Wheatbelt Development Commission, together with the DPIRD, provided \$100,000 to the Facey Group and Corrigin Farm Improvement Group to support on-farm bushfire recovery and extension.

As the District Recovery Coordinator for the Wheatbelt bushfires, it was humbling to work with fellow State Government agencies, local governments and community organisations to oversee the targeted support delivered to fire-affected communities. I would like to acknowledge the efforts of the community leaders, local grower groups and volunteer organisations for their unwavering commitment to supporting affected farmers, landholders and the community.

The achievements of the Commission in 2021-22 would not have been possible without the commitment of the Board and Staff members. They have continued to work tirelessly to ensure the Commission remains connected to our stakeholders and community, delivers the best solutions for our region and is valued for our contribution to the region's economic growth and prosperity. I thank them for the commitment, knowledge and experience they contribute to the success and achievements of the Wheatbelt Development Commission.



Robert Cossart  
Chief Executive Officer

## Operational structure

### Our Board



#### **Rebecca Tomkinson, Chair**

Term of office to 30 June 2023

Rebecca brings a highly strategic and broad sector lens to her role as Chair. Her professional experience includes government relations, strategic policy development, social advocacy and stakeholder engagement.

Rebecca possesses extensive experience in the delivery of transformative organisational and community development initiatives across private, public and not-for-profit sectors. She has held key advisory roles in strategic policy at both a state and national level. Raised and educated in the Wheatbelt, Rebecca has a passion for the regions and their importance to our economic future and community wellbeing.



#### **Oral McGuire, Deputy Chair**

Term of office to 31 December 2024

A Noongar entrepreneur, Oral brings strong cultural knowledge, community networks and business knowledge to the Wheatbelt Development Commission Board. Born in Beverley, Oral grew up in Northam, spending his primary and high school days in the Wheatbelt.

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 and fire management practices, and cultural governance. He is a Director of the Noongar Chamber of Commerce and Industry; Director of the Noongar Landholder Enterprise Inc. and a member of the RegenWA Steering Committee.



#### **Kerry Chia**

Term of office to 30 June 2023

Possessing diverse experience in the agricultural, education, local government and corporate sectors, Kerry is the fourth generation in a southern Wheatbelt farming family and an active business partner in a mixed-enterprise family farm.

Kerry brings research and analytical skills to her role, having completed a doctoral research project while living in the Wheatbelt, and is passionate about the long-term sustainability of rural communities. Her current work with the Shire of West Arthur includes strategic planning, community consultation and economic development.



#### **Leslee Holmes**

Term of office to 31 December 2023

Leslee is Shire President of Dandaragan and Tourism Leader of the Joint Chambers Alliance Cervantes/Jurien Bay. Currently involved in tourism, small business development and marketing, Leslee is Business Manager of Total Tennis Reabold, has held leadership roles at state level and received the Margaret Court Award for Outstanding Service to Tennis in Western Australia.





### **Julie Flockhart**

Term of office to 31 December 2023

Hailing from an agricultural, community and small business development background, Julie has been actively involved in a range of small businesses in the retail and hospitality service industries.

Julie has worked in a variety of roles throughout the Eastern Wheatbelt over the last three decades, and is currently a Shire of Merredin Councillor, Chair of the Merredin College School Board, Board member of the Merritville Aged Care Village and is also involved with the local Historical Museum and tourism working group.



### **Amanda Walker**

Departing Board Member | Term of office to 30 May 2022

Possessing more than 15 years' experience working in regional small business, Amanda is the Managing Director of Wheatbelt café, rural merchandise and general store, Yerecoin Traders, and Director of online agricultural supply specialist, The Farm Co. Amanda is Chair of the Wheatbelt Business Network, a leading business membership, advisory, networking and economic development organisation, and also engages as a 'strategy partner' and mentor to a range of Wheatbelt small businesses.

A passionate advocate for regional development, Amanda utilises her roles to create connections and foster relationships that can drive small business and support entrepreneurialism to allow regional economies to thrive.



### **Shane Kay**

Commencing 1 July 2022 | Term of office to 30 June 2024

Shane Kay is the Chief Executive Officer of the Moora Group WA (including Moora Citrus, Northern Valley Packers and Sandgroper Fruits) and a Director of peak industry body, Citrus Australia and Delite Grower of Australia. He possesses over 30 years' experience in citrus production, packing and exporting and is a grower collaborator for research in the citrus industry.

### **Robert Cossart, Chief Executive Officer**

Ex officio



Robert is the Chief Executive Officer of the Wheatbelt Development Commission and a member of the Board. Robert joined the Commission in 2020, having previously lived and worked in the Kimberley as Director Northern Agricultural Development at the Department of Primary Industries and Regional Development.

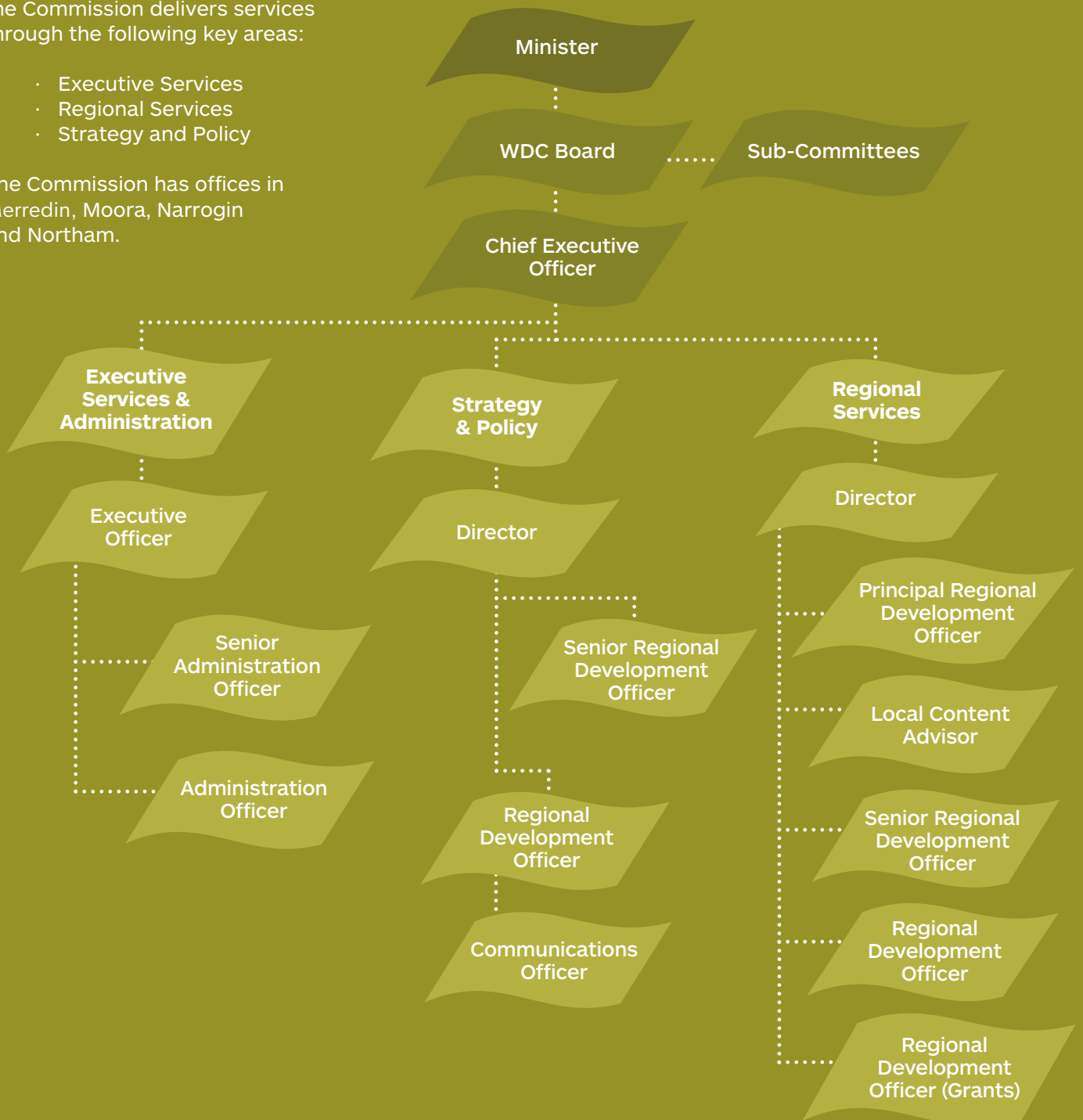
With a background in water resource management, agricultural and regional development, Robert holds a deep understanding of the opportunities and challenges presented to regional and remote communities and their economies. He possesses a Bachelor's and Master's degree in Applied Science from the University of Canberra and is a graduate of the Australia Institute of Company Directors.

## Organisational Structure

Led by the Wheatbelt Development Commission Board and executive team, the Commission delivers services through the following key areas:

- Executive Services
- Regional Services
- Strategy and Policy

The Commission has offices in Merredin, Moora, Narrogin and Northam.





## Shared responsibilities with other agencies

The Commission works in collaboration with State and Commonwealth agencies for the delivery of its strategic priorities and cross-government initiatives.

The Commission works closely with the region's 42 Local Government Authorities to support strategic partnerships and projects that make the Wheatbelt a better place to live, work, visit and invest.

Staff of the Wheatbelt Development Commission (with exception of the Chief Executive Officer) are employed by DPIRD and assigned to the Commission under Section 29 of the *Regional Development Commissions Act 1993*.

Elachbutting Rock



## Regional profile

Estimated  
residential population



# 73,831



Gross Regional Product (GRP)

# \$7.73 billion



Value of tourism

# \$340 million



Unemployment rate

# 3.5%



Number of local businesses


# 9,457

YORK MOTOR MUSEUM





Regional  
economic output

 **\$3.93 billion**  
Agriculture

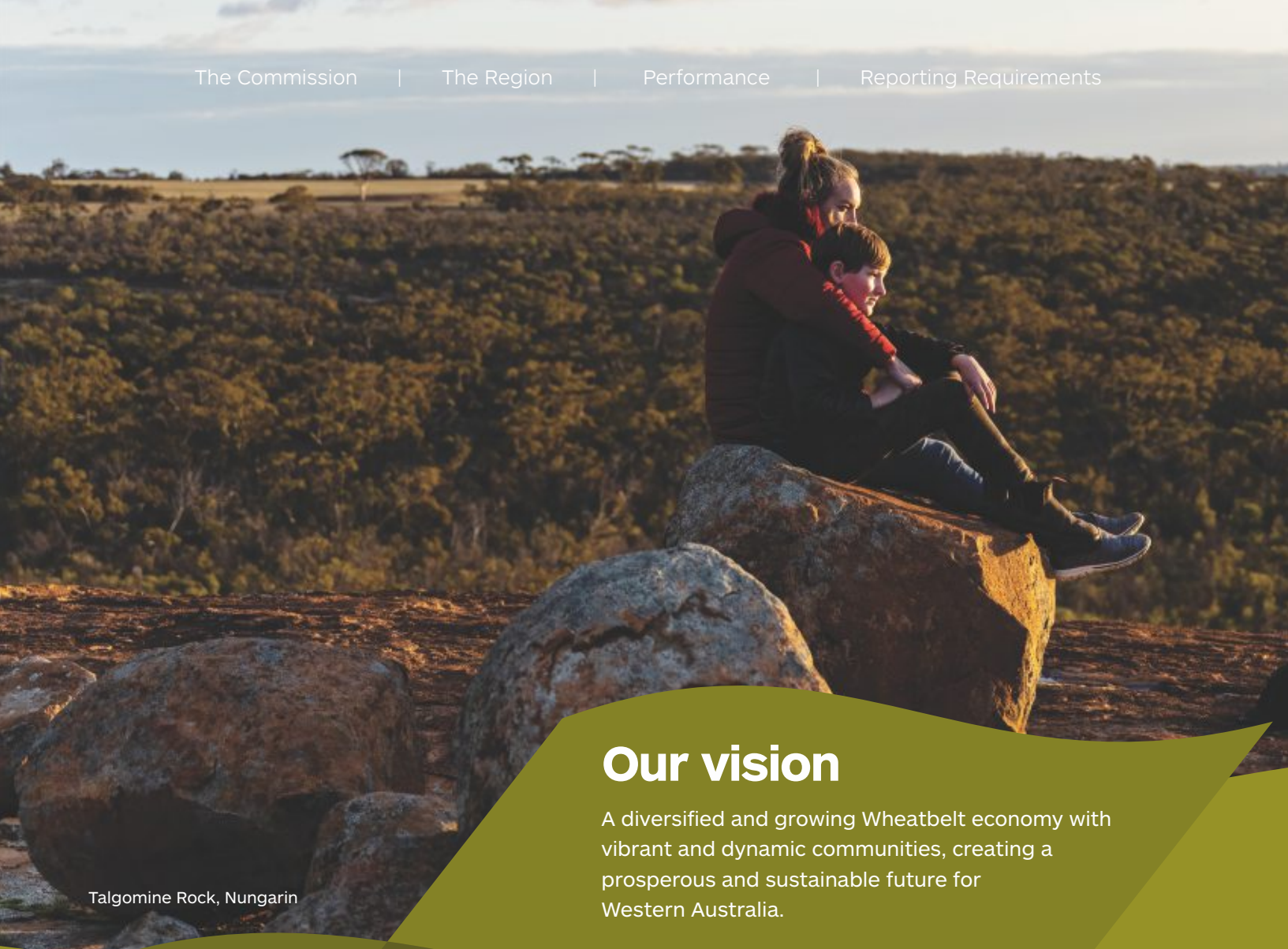
 **\$2.7 billion**  
Mining

 **\$1.33 billion**  
Construction

 **\$1.18 billion**  
Rental, hiring & real estate services

 **\$1.15 billion**  
Manufacturing





Talgomine Rock, Nungarin

## Our vision

A diversified and growing Wheatbelt economy with vibrant and dynamic communities, creating a prosperous and sustainable future for Western Australia.

## Our purpose

To facilitate the long-term development of the Wheatbelt 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 values

### Leadership

through engagement, advocacy and action

### Innovation

in our approach to economic development

### Collaboration

by connecting businesses, government and community

### Integrity

by upholding organisational excellence





## How we work

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 living standards
4. Normalise Aboriginal economic development
5. Organisational excellence

The Wheatbelt Development Commission'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 direction for the Commission.

## Strategic Priorities 2020-23

**1. 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.

**2. 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 into the region.

**3. Sustainable landscapes and communities** – Recognise the impact of changing climate conditions on the region's communities, businesses and landscapes; support development opportunities that acknowledge the environmental conditions and create sustainable communities.

**4. 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.

**5. Organisational excellence** – Demonstrate commitment to sound governance, diversity and inclusion; be recognised for our regional leadership to attract investment and facilitate economic development.

## Regional Highlights

# 41



### Small Grants Election Commitments

administered by Wheatbelt Development Commission



Partnered with local business organisations to host the  
**2021-22 and 2022-23 State Budget Breakfasts**



Co-hosted the  
**Wheatbelt Regional Skills Summit**



Launched the Wheatbelt & Central Coast  
**Food and Beverage Capability Guides**



# 12

participants completed the  
**Aboriginal Business Leadership Program**



Two new mobile phone towers funded under the  
**Mobile Blackspots Program**



Advocated  
renewable initiatives  
across the region



Implemented the Regional  
**Drought Resilience Planning Program**  
in the Wheatbelt South



# 27

participants completed the  
**Eastern Wheatbelt Emerging Leaders Program**



Provided ongoing support for the implementation  
of the **Southern WA Drought Hub**



# \$100,000

to support the on-farm recovery and extension in the wake of the  
**Wheatbelt bushfires**



Commenced a road and rail feasibility assessment for  
the Avon Industrial Park





# \$795,000

awarded to five Wheatbelt businesses in round 4 of the  
**Regional Economic Development Grants**



# 2 scholarships

awarded under  
**Wheatbelt Development Commission Aboriginal Leadership Scholarships**



Funding allocated for all Priority 1  
**Wheatbelt Secondary Freight Network projects**

# \$4 million



in funding towards implementation of

**WaterSmart Farms Phase 2 WaterSmart Dams**



Chief Executive Officer appointed as the District Recovery Coordinator for the Wheatbelt bushfires



# \$2.5 million

in funding for upgrades to  
**Koojan West Road**

Hot air ballooning at Northam



## Enabling infrastructure

### Agency performance

#### Our strategic focus

The Commission's annual report outlines our performance delivering on our strategic priorities, our role in facilitating the long-term sustainable economic development of the Wheatbelt region and our commitment to being a responsive and forward-thinking regional development agency.

The Commission's performance is monitored by a key effectiveness indicator, measured by its annual client survey, and a efficiency indicator, measured by the average cost of services provided.



## The Wheatbelt Development Commission is committed to advocating for forward thinking infrastructure solutions to grow the Wheatbelt's economy and promote private sector investment.

Throughout 2021-22 the Commission has worked hard to ensure the region's infrastructure investment is aligned with emerging growth opportunities. With more than \$10 billion worth of projects currently slated for the Wheatbelt, continued investment in the region's freight, logistics and industrial land precincts is critical to accommodate significant developments in the agriculture, hydrogen, renewable energy, biofuel, mining and manufacturing sectors.

In recognition of the constraints in regional housing, and to capitalise on the regional growth opportunities, the Commission partnered with Development WA, Local Government Authorities, and the not-forprofit sector to identify and leverage residential housing development solutions. The Commission is working with Development WA to investigate industrial and residential land development solutions in the Shires of Dandaragan and Moora and land and housing activation in Narembeen, Kellerberrin, Pingelly and Narrogin. The Commission has partnered with the Shires of Wagin, Lake Grace, Williams and Dumbleyung to analysis future housing demand and supply options.

Investment in the region's freight networks is key to maintaining the international competitiveness. The 2021-22 record grain harvest provided an insight into capacity required for future freight networks, which the Commission continues to advocate for. In addition to investment in the Koojan Downs road upgrades and road and rail design assessments for the Avon Industrial Park, a number of significant Wheatbelt rail projects were included in the \$200 million Agricultural Supply Chain Improvement program (Stage 1). The Commission continues to work closely with Main Roads WA and the Wheatbelt Secondary Freight Network Steering Group regarding project implementation with all priority 1 projects allocated funding.

The Commission continues to partner with the private and university sectors to identify power, water and digital connectivity solutions for the region.

### Highlights

- Nine standalone power systems installed by Western Power to areas impacted by the Shackleton and Narrogin bushfires
- \$35,000 to the Shire of Northam towards the development of an Infrastructure Implementation Staging Plan for the Northam Water Reuse Scheme
- \$200,000 RED grant to support modular housing manufacturing in Northam
- \$48 million secured as part of the Regional Development Portfolio budget submission for Digital Connectivity
- Advocacy for regional infrastructure priorities in the State Infrastructure Strategy.
- Two new mobile phone towers funded under the Mobile Blackspots Program
- Continued engagement with Transport Portfolio regarding ongoing Agricultural Supply Chain Improvement funding and regional priorities
- Allocation of \$200 million under the Agricultural Supply Chain Improvement program for critical regional rail projects across the Grainbelt including at the Avon Industrial Park
- \$200,000 for road and rail design assessment for the Avon Industrial Park
- \$2.5 million co-contribution for road upgrades Koojan West and Boundary Roads
- \$18,000 for future housing demand and supply analysis in the Wheatbelt South



## Avon Industrial Park road and rail access

Facilitating economic growth, employment diversification and value-add processing, the Avon Industrial Park accommodates businesses servicing the needs of rural, resources and mineral processing markets.

The Wheatbelt Development Commission, together with the Avon Industrial Park (AIP) Advisory Committee, Development WA and the Shire of Northam has been working to further activate the 470 hectare site, located on the outskirts of Northam.

In October 2021 the Commission secured \$200,000 in funding through the Regional Development Leverage Fund to undertake detailed design and costings for road and rail infrastructure upgrades to enable RAV 7

(36.5 metre road train) and rail access to the Avon Industrial Park.

Led by the Wheatbelt Development Commission with work undertaken by Main Roads WA and CBH, the project will improve road user access, assess the feasibility of common user rail infrastructure and support future expansion of the AIP.

The AIP is strategically located adjacent to the east-west rail line and Great Eastern highway and is critical to accommodating the region's future grain freight requirements. Stage 1 of the State Government's Agricultural Supply Chain Improvements program included a \$6.5 million co-contribution for rail access infrastructure.



## Koojan Downs road upgrades

In 2021 the Commission secured \$2.5 million in State Government funding as a co-contribution to the upgrade and sealing of 7.5km of Koojan West Road, 1.6km of Boundary Road and the Bindoon-Moora Road and Koojan West Road Intersection to enable RAV4 (27.5 metre road train) vehicle access to the Koojan Downs cattle feedlot.

Koojan Downs represents a significant private sector investment to develop the north-south WA beef supply chain, de-risk and diversify the Rangelands beef industry, reduce reliance on the live export market for northern cattle producers, and ensure consistency of supply for processing operations in the State's south.

Located in the Central Midlands region of the Wheatbelt, Koojan Downs will be the largest cattle feeding facility of its kind in Western Australia.

The road upgrades, located in the Shires of Moora and Dandaragan, will ensure a safe, reliable and efficient transport network for all road users and reduce maintenance costs.

Koojan Downs feedlot is expected to provide significant benefits to the Wheatbelt and State economies by creating jobs, supporting beef production and increasing the value of the local grain and fodder industry.

The construction and operation of Koojan Downs aligns with State Government priorities to diversify the regional economy, strengthen supply chains and regional job creation, and the Shire of Moora's aspirations for an innovative, thriving, and diverse local economy.





## Diversify the economic base



The Wheatbelt has experienced strong economic growth and diversification over the last decade, as one of the most stable economies in Western Australia. As the region's businesses experience increased demand and reconnect with national and global markets, the Commission has facilitated future-focused economic opportunities that enable growth and attract new investment.

Mining is becoming an increasingly important contributor to the regional economy, representing 17.8 per cent of economic output and is the second largest industry contributor to the Wheatbelt's GRP. Traditionally focused on gold and iron ore extraction, the regional mining sector has experienced an increase in exploration activity associated with globally significant nickel, copper and platinum deposits, which are critical to the 'green' economy.

Growth in the mining sector, particularly green minerals, is important for the continued diversification of the regional economy, benefitting the ongoing development and sustainability of the region's Small and Medium Enterprise (SME) sector.

The Commission has continued to work with the agricultural, mining and manufacturing sectors to increase engagement with Aboriginal businesses, ensure a commitment to regional workforce participation and increase investment in regional housing. Existing industries have benefited from the ability to leverage knowledge, skills, and technology from the mining sector.

Funding from the RED Grants program has enabled the expansion of regional businesses and diversification of the local economy. Fourth round recipient Living Farm, an agricultural research, development and consulting company, has expanded their operations centre in York utilising RED Grant funding. One of the largest private employers in York, the expansion will enable Living Farm to attract national and international investment, ensuring continued growth of the Wheatbelt's agricultural sector.

## Highlights

- \$3.1 million invested into the Wheatbelt economy across 34 projects in the first four rounds of RED Grants
- Participated in the Wheatbelt Regional Skills Summit and member of the Wheatbelt Skills Regional Coordinating Committee
- Regional input into the development of Australia's Golden Outback, Australia's Coral Coast and Destination Perth Destination Management Plans
- Supported the implementation of the Agristart agribusiness start up strategy workshop and field trip
- Secured \$20,000 in funding towards the 2022 Wheatbelt Business Series
- Engagement with Screenwest to facilitate regional film production
- Worked with local Chambers of Commerce and the Wheatbelt Business Network to identify solutions to business development constraints
- \$2 million Clean Energy Future Fund grant awarded for a renewable biodiesel project in Narrogin

## Northern Growth Corridor

Located immediately north of the Perth metropolitan area, the local government areas of Chittering, Gingin and Dandaragan form the Northern Growth Corridor (NGC), an important coastal and peri-urban hinterland for the Wheatbelt and surrounding regions.

Contributing 17 per cent of the region's economic output in just 7.2 per cent of the land area, the NGC has been experiencing strong growth in recent years, largely led by the domestic private sector. Offering affordable land, basic raw materials, groundwater resources and access to strategic freight and logistics infrastructure, the area possesses a multitude of opportunities for economic growth and industry diversification.

To capitalise on these opportunities and address the challenges associated with strong growth, the Commission has led the formation of the Northern Growth Alliance (NGA) between the three Shires, taking an integrated planning approach to sustainable regional growth across local and state government agencies.

The NGA undertakes a coordinated approach to planning and development throughout the corridor, ensuring the sub-region maintains an effective future planning framework as a foundation for sustainable, liveable communities.

In 2022, the Commission completed a strategic discussion paper exploring emerging planning and infrastructure issues and examining a case for coordinated land use and infrastructure planning. The discussion paper will inform future decision making at state and local government levels, ensuring the ongoing growth and prosperity of the region.







## Turquoise Way

Spanning 14.4km along the coast from Jurien Bay Marina to Hill River, the Turquoise Way is a multi-use path used for recreational purposes and sporting events. The Jurien Bay Chamber of Commerce received \$100,000 in funding in Round 2 of the RED Grants scheme to extend the path over the Hill River, activating a section of the coast that had previously been largely inaccessible.

The RED Grant funding contributed towards the design and fabrication of the Hill River Crossing Bridge. Carried out over five phases, the bridgeworks were completed in October 2021 before being connected to the existing Turquoise Way path by the Shire of Dandaragan in early 2022.

Opened to the public in April 2022, the extension of the Turquoise Way has enabled the Shire of Dandaragan and local communities to further their

support for active tourism, increasing the popularity of the path for sporting events including fun runs, half marathons and triathlons. Extending into a new section of the coast has also paved the way for future accommodation opportunities, such as camping or glamping.

The completion of the Hill River Crossing is considered the second stage of a larger project to extend Turquoise Way, linking Jurien Bay, Hill River and Cervantes over three iterations. The Commission will continue to support and advocate for the extension of the path, working with local, State and Commonwealth governments as part of its commitment to supporting regional development, attracting investment and promoting the Wheatbelt as the perfect place to live, work, visit and invest.



## Sustainable landscapes and communities

Northam Solar Farm



Building resilient communities is integral to the longevity and sustainability of the Wheatbelt region. The Wheatbelt Development Commission recognises the significant impact of the changing climate on the region's communities, businesses, and landscapes, and has continued to advocate for environmentally and socially responsible business practices and initiatives.

One of the Commission's key initiatives in 2021-22 was the implementation of the Southern Wheatbelt Regional Drought Resilience Planning program. A drought resilience plan specific to the Southern Wheatbelt pilot region was developed in consultation with State and local government, subject matter experts and community representatives to identify regionally specific climate intervention initiatives at the local, sub-region and regional scale that build climate resilience within regional communities.


An increased interest in green energy and carbon farming initiatives has seen the Commission work with businesses to identify decarbonisation opportunities and facilitate new green energy investment throughout the Wheatbelt. The region is forecast to experience a significant increase in demand for native seed and seedlings over the next five years, providing opportunities for Aboriginal business to engage in the growth and development of the sector. Funding from a Round 4 RED Grant will enable Northam-based native tree nursery Boola Boornap to upgrade its existing facilities, enabling the organisation to increase production and meet growing demand.

The Wheatbelt will continue to play a major role in Western Australia's renewable energy sector through hydrogen and biofuel production systems. The Commission has worked closely with the Northam hydrogen and the Narrogin renewable biodiesel projects to ensure they reach their full potential and are catalysts for continued investment in the region's energy sector.

The Commission has also continued to work collaboratively with DPIRD to promote the adoption of carbon farming and land restoration practices within the agricultural sector.

## Highlights

- \$1.2 million secured through the Future Drought Fund for the Regional Drought Resilience Planning, in partnership with DPIRD, Great Southern and Mid-West Development Commissions
- Implementation of the Regional Drought Resilience Planning initiative in the Wheatbelt South and development of the Southern Wheatbelt Regional Drought Resilience Plan
- \$100,000 RED Grant for the Boola Boornap Native Tree Nursery Upgrade and Expansion
- Launched Wheatbelt economic profile video to highlight the region's economic diversity
- Ongoing support for the implementation of the Carbon Farming and Land Restoration program (\$15 million) and Climate Resilience Fund (\$15 million)
- Completion of the Wheatbelt South Economic Analysis
- Engagement with the private sector to facilitate carbon farming and decarbonisation initiatives
- \$4 million in funding secured for WaterSmart Farms Phase 2



## Regional Drought Resilience Planning program

In July 2021, the Commission, together with DPIRD and the Shires of Dumbleyung, Kondinin, Kulin, Lake Grace and Wagin began working to deliver a Regional Drought Resilience Plan for the Southern Wheatbelt sub-region.

Jointly funded by the Australian Government's Future Drought Fund and DPIRD, the Regional Drought Resilience Planning Program aims to build the resilience of agriculturally dependent regional communities to adapt to climate change by equipping them with the tools and capabilities needed to prepare for and respond to the impacts of drought and climate change.

The Southern Wheatbelt was one of three pilot areas undertaking the program in its inaugural year, with the others in the Mid West and Great Southern regions. The Wheatbelt Development Commission worked closely with the Great Southern Development Commission in the development of their plans to maximise resources, methodologies and leverage future investment opportunities.

Using an evidence-based approach developed in close

consultation with subject matter experts, local government authorities and the South West Western Australian Drought Hub, the Commission conducted drought vulnerability assessments from November 2021 to January 2022.

Extensive consultation with local government, universities, CSIRO, community and industry built the evidence back for a Drought Vulnerability Assessment and Draft Regional Drought Resilience Plan. The draft plan ensures regional communities are prepared for future droughts; build social, environmental and economic resilience; and can identify innovative and transformative drought projects that guide future investments and improve natural resource management.

With a focus on actions that enhance water sustainability, economic diversification and social capital, the Plan aims to build economic, community and environmental resilience. The Southern Wheatbelt Regional Drought Resilience Plan will be released in late 2022.



On 5 February 2022, the Shackleton and Narrogin East fires burnt through over 65,000 hectares and 90 properties across the Shires of Bruce Rock, Corrigin, Quairading, Narrogin, Cuballing and Wickepin.

Fuelled by catastrophic weather conditions and dense stubble remaining from last year's bumper harvest, the fires caused significant damage to infrastructure, soils, pastures and livestock.

Recognising the scale and impact of the fires, the State Government appointed the Wheatbelt Development Commission's Chief Executive Officer, Mr Rob Cossart, as the District Recovery Coordinator to assist local governments in their recovery efforts. As part of this support, a District Recovery Coordination Group (DRCG) was established to work through the response issues and support cross government coordination.

Working closely with the Department of Fire and Emergency Services, DPIRD, Local Government Authorities and grower groups, Rob chaired the DRCG

to ensure appropriate support was delivered to affected communities.

The DRCG identified and focused on five focus areas to support the regional recovery: mental health support, infrastructure and farm impacts, natural resource impacts, supporting community resilience and future preparedness. A suite of initiatives were implemented through partnerships with the private, public and not-for-profit sectors.

The Wheatbelt Development Commission, together with DPIRD, provided \$100,000 in funding to the Corrigin Farm Improvement Group and the Facey Group to support on-farm recovery efforts.

Not-for-profit organisations played a crucial role in on-farm and community recovery efforts. National volunteer organisation, BlazeAid, erected 280km of fencing across 39 fire-affected properties over 1,565 volunteer hours.

## Wheatbelt bushfire recovery





Entrepreneurship  
and innovation



Narrogin Health Campus



Over the past decade, the Wheatbelt has experienced an increase in the diversity and sophistication of its industries. With a pipeline of over \$10 billion in private sector investment over the next 10 years, the region's Small and Medium Enterprises (SMEs) are well positioned to capitalise on subsequent opportunities.

The Wheatbelt has almost 9,500 SMEs, more per capita than any other region in Western Australia. The Commission has a strong focus on enabling regional businesses to maximise local procurement opportunities. The Local Content Advisor Network has continued to yield strong results for the Wheatbelt, with 24 per cent of State Government contracts awarded to local businesses. The Commission has increased engagement with the private sector to incorporate local procurement targets in their business practices and major infrastructure initiatives.

The Wheatbelt Development Commission has continued its commitment to increasing opportunities for Aboriginal businesses within government and private sector procurement. Twelve participants completed the Aboriginal Business Leadership Program in 2021-22, and the Commission has partnered with the Noongar Chamber of Commerce to promote Noongar businesses across the region. The 2022 Wheatbelt State Budget Breakfast was hosted for the first time in partnership with the Noongar Chamber of Commerce, Wheatbelt Business Network and Northam Chamber of Commerce.

RED Grants continue to be an integral program that supports economic diversification, entrepreneurship and innovation throughout the region. The Wheatbelt Development Commission has invested \$3.1 million into the region's economy over four rounds of the program, fostering new export opportunities, creating regional employment and value adding opportunities for the region.

To showcase the regions diverse agribusiness value-add sector, the Commission partnered with DPIRD to produce the Wheatbelt and Central Coast Food and Beverage Capability Guides. The guides highlight the range of regional products and connect businesses with restaurants, retailers and consumers.

## Highlights

- 41 Small Grant Election Commitments administered by the Commission, totalling \$2.22 million
- 12 participants completed the Wheatbelt Aboriginal Business Leadership Program
- Engaged with the agricultural and mining sector to encourage increased local procurement
- Launched the Wheatbelt and Central Coast Food and Beverage Capability Guides promoting local food and beverage producers
- \$15,000 sponsorship of the 2021 GWN7 Dowerin Machinery Field Days
- \$5,000 funding provided to the Noongar Chamber of Commerce to promote local Noongar businesses
- Sponsorship of the 2022 Wheatbelt Business Excellence Awards
- Partnership with the Wheatbelt Business Network to undertake analysis of the Wheatbelt SME sector



## Harnessing opportunities in the Wheatbelt South

The Wheatbelt South is a key contributor to the regional economy, representing 21 per cent of the Wheatbelt's total GRP in 2021. The sub-region's burgeoning agricultural, mining and manufacturing industries and its close proximity to the Perth, Peel and South West regions via key transport routes and infrastructure, position the area well to capitalise on value-add opportunities that drive local economic diversification and growth.

Recognising the importance of the Wheatbelt South as a major contributor and growth area for the region, in 2021-22 the Commission undertook an economic analysis to identify the sub-region's economic drivers and investment priorities.

With an economy underpinned by broadacre crop and livestock production, the analysis identified opportunities for economic diversification through value-added agricultural products and the manufacture of high-value niche products. The strength of the Wheatbelt South's agricultural industries also presents additional opportunities for the expansion of agricultural services to accommodate demand within the sub-region and surrounding areas.

The sub-region is well-positioned to capitalise on opportunities that support ongoing community and economic resilience within a changing climate, attracting increased interest from the renewable, low emission and green energy sectors.

The Wheatbelt South's sub-regional centre, Narrogin, plays an important role in the provision of retail, education, health and aged care services to a catchment extending over 100km. With growth in its ageing population, the analysis identified an opportunity for the town to build on its current health and aged care service offerings.

Attracting and retaining a skilled labour force is imperative for future growth in the Wheatbelt South. Limited investment in housing, low availability of builders, high construction costs and availability of residential land are constraints to sub-regional growth and workforce retention.

The Wheatbelt South economic analysis will help to inform future strategy, aiming to attract investment, diversify the economic base and promote the overall benefits of living, working and investing in the region.



As the carbon offset market grows and interest in land restoration increases, so too has the demand for native seedlings. Noongar Land Enterprise (NLE)'s Boola Boornap native tree nursery is seeking to address the native seedling shortfall and become a leader in the burgeoning restoration industry.

NLE's Boola Boornap (meaning 'The Place of Many Trees' in Noongar) native tree nursery received \$100,000 in funding to complete irrigation and seedling infrastructure upgrades through Round 4 of the RED Grants program.

Since November 2020 Boola Boornap has produced approximately one million seedlings from 50 native plant species. Servicing a range of customers involved in land rehabilitation, carbon sequestration and sandalwood production, the funding will allow NLE to undertake much-needed upgrades to meet growing demand.

The grant will assist with the expansion of the tree nursery, increasing production capacity to 2 million seedlings per year, in addition to allowing the enterprise to gain accreditation that would allow direct sales to the public.

Australia's first not-for-profit, Aboriginal-led grower group, NLE strives to facilitate a collective approach to land management enterprise development on Noongar land. Seeking to reclaim the relationship between people and Country, approximately 70 per cent of Boola Boornap's staff are Aboriginal, with the majority hailing from the local Ballardong Noongar community.

The upgrades will improve the viability and profitability of the business, allowing Boola Boornap to take on more staff as the business grows. Long-term, it is hoped that Boola Boornap, together with other initiatives, will enable NLE to become a self-sustaining organisation and branch out to other aspects of the supply chain.

## Boola Boornap Tree Nursery





## Organisational excellence



## During 2021-22 the Wheatbelt Development Commission continued to consolidate its regional leadership role and demonstrate its commitment to sound governance, diversity and inclusion.

The development of the Commission's Values and Behaviours Charter articulates the standards and expectations that the Commission's Board and staff can expect from each other, and that the region can expect from the Commission.

The Commission is committed to supporting leadership and professional development initiatives that enable strong regional community leadership and help build high functioning stakeholder networks.

Recognising that the development of our emerging Aboriginal leaders is critical to the success of the Wheatbelt, in 2021-22 the Commission partnered with Leadership WA to offer the Wheatbelt Development Commission Aboriginal Leadership Scholarships. Three fully funded scholarships were offered for emerging Aboriginal leaders living and working in the Wheatbelt to enable them to complete Leadership WA's Rising Leadership program. The Wheatbelt recipients participated in the March and June 2022 intakes of the six-month program, held over 12 face-to-face experience days in Perth.

Through its leadership capabilities, the Commission has continued to foster a culture of collaboration that empowers government agencies and the private sector to work together. This includes taking a leadership role at a regional level.

Wheatbelt Development Commission Chief Executive Officer Robert Cossart has been appointed Interim Chair of the Wheatbelt District Leadership Group and the District Recovery Coordinator following the February 2022 fires, and is the Regional Development Commission representative for the interim Noongar Economic Participation Steering Group.

To support and facilitate the next generation of regional development leaders, the Commission has continued to support its long-standing relationships with the university sector, and through its University Graduate Program provides students with practical exposure to regional development.

The program continues to deliver high quality mentorship and hands on experience to participating students.

### Highlights

- Two scholarships awarded under the Wheatbelt Development Commission Aboriginal Leadership Scholarships
- Co-hosting of the South West Aboriginal Land and Sea Council Ballardong regional project officer
- Establishment of the Commission's Values and Behaviours Charter to guide the high standard to which the Commission holds itself
- Continued leadership to the Western Australian Regional Development Alliance (WARDA) in achieving Portfolio and regional outcomes
- No significant finding in the 2021-22 Internal Audit
- Ongoing investment enabling Board and senior officers to complete the Australian Institute of Company Directors (AICD) Company Directors course
- Renee Manning, Principle Regional Development Officer awarded a Department of Primary Industries and Regional Development scholarship for the 29th intake of the Australian Rural Leadership program
- Regional Leadership to support COVID-19 response and recovery and biosecurity preparedness
- Ongoing commitment to the University Graduate Program
- 98 per cent of respondents in the WDC's annual performance survey rate the Commission's performance as "above average" or "excellent" during 2022 with regards to promoting regional development, a 6 per cent increase from 2020-21. 96 per cent felt the WDC provided a service that benefits the people of the Wheatbelt

## Strategic refresh of the Wheatbelt District Leadership Group

Through its membership in the Wheatbelt District Leadership Group (DLG), the Wheatbelt Development Commission is part of a multi-agency approach to improve the delivery of services to the region's vulnerable and at-risk communities. District Leadership Groups operate across WA to achieve positive outcomes for their local communities in the health and social service sectors.

Established to ensure agencies, service providers and the not-for-profit sectors take a collaborative and holistic approach to addressing the needs of local communities, the DLGs work to identify issues and solutions at a local level.

In December 2021, the Wheatbelt Development Commission facilitated a refresh of the Wheatbelt DLG's strategic priorities, membership and resourcing to ensure the continued delivery of targeted and appropriate support to the region.

Through this process the Wheatbelt DLG identified five key regional priority focus areas: prevention of family and domestic violence, employment pathways, education retention, mental health and aged care.

The Wheatbelt Health Services Forum (WHSF) is a key platform to support the Wheatbelt DLG guide cross-agency initiatives and support whole of community service delivery. Consisting of state and local government agencies, regional service providers and community organisations, the WHSF restructured its focus to align with the new regional priorities, which will maximise regional outcomes and opportunities.

Currently the Wheatbelt DLG consists of senior regional representation from the Wheatbelt Development Commission, WA Police, the Departments of Education, Communities and Justice, WA Country Health Service and the Wheatbelt Health Services Forum.

In early 2023 the membership will be expanded to include representation from the Ballardong, Yued, Gnaala Karla Booja and Yamatji Aboriginal Corporations and the Avon-Midland, Great Eastern, and Central Country Zones.

The strategic refresh has improved relationships, regional leadership and cross-sector collaboration by aligning service delivery partners and government agencies around the region's priorities.



Strong leadership is imperative to the sustainability and liveability of regional communities, building their long-term social and economic resilience.

In July 2021 the Commission partnered with the Western Australia Police Force to facilitate the delivery of a bespoke leadership development course for emerging community leaders in the Eastern Wheatbelt sub-region.

With a lack of face-to-face leadership development opportunities available in the area, the course was specifically tailored to enhance leadership capacity of emerging leaders in the region through building understanding of leadership fundamentals and expanding and consolidating the region's leadership network.

Delivered by Leadership WA, 27 participants across private, not-for-profit and public sectors throughout the Eastern Wheatbelt participated in the six-month program, consisting of online and face-to-face sessions. While developing contemporary leadership knowledge and skills to support their career progression, participants had the opportunity to hear from locally grown leaders. These included former Officer in Charge at Merredin Police Station, Superintendent Alyson Brett, and Merredin raised Olympian and former Women's National Basketball Association championship player, Tully Bevilaqua.

The first of its kind in the Wheatbelt, the program received positive feedback from attendees and was well received by the broader community, business and public sectors. The benefits of the Eastern Wheatbelt Emerging Leaders program extend far beyond its participants, strengthening our regional communities for years to come.

## Eastern Wheatbelt Emerging Leaders program





## RED Grants Round 4

The Minister for Regional Development announced the successful fourth round recipients of the Regional Economic Development (RED) Grants program in February 2022. The RED Grants program is a State Government initiative investing \$45.8 million into regional Western Australia over eight years, stimulating economic growth and development by investing in community-driven projects.

Delivered locally by the State's nine Regional Development Commissions with support from DPIRD, the RED Grants support individual projects that contribute to sustainable jobs, expand or diversify local industry, develop new skills or capabilities, attract new investment to the region and increase productivity.

The five projects receiving RED Grant funding build on the Wheatbelt's local capacity, ensuring businesses remain in the region, boost jobs and support the long-term growth of regional communities.

### Living Farm Expansion & New Integrated Facility

# \$200,000

Augment Agriculture received \$200,000 in funding to develop a new head office and operations centre in York. The upgrade will enable the research, development and consulting company Living Farm to expand its business, create more jobs and continue to provide significant ongoing economic benefits to the region.

### ELH Manufacturing Facility

# \$200,000

Evoke Living Homes received a \$200,000 RED Grant to establish a purpose-built undercover structure to allow the manufacture of homes in all weather conditions. The new facility will enable the Northam-based prefabricated modular home builder to boost annual production and increase regional housing stock.



## Bruce Rock Supermarket

# \$105,000

The Shire of Bruce Rock received a \$105,000 RED Grant to contribute towards the construction and fit-out works of the town's new supermarket. The construction of the new supermarket will provide a crucial boost to the local economy, after the original was destroyed by fire in March 2020.

## Boola Boornap Native Tree Nursery Upgrade & Expansion

# \$100,000

Noongar Land Enterprise's Boola Boornap received \$100,000 in funding to contribute towards important upgrades to the Northam-based native tree nursery. Through the purchase of nursery benches and irrigation, the RED Grant funding will enable Boola Boornap to increase their annual production from 1.75 million to 2 million seedlings, as well as obtain accreditation to sell directly to the public.

## Armstrong Malt Artisan Malthouse Establishment

# \$190,000

Whinbin Rock Farms' Armstrong Malt received \$190,000 in funding to construct a bespoke malting facility, housing equipment and infrastructure. Using 100 per cent Western Australian grains, the artisan malthouse is expected to create jobs and establish a new, value-added agricultural product offering for WA grain in the Wheatbelt South.

## Financial Statements

for the period ended 30 June 2022

### Auditor General's report

Under section 14 of the *Auditor General Act 2006*, the Auditor General has decided to dispense with the audit of the Wheatbelt Development Commission for the year ended 30 June 2022. As required by the *Auditor General Act 2006*, the Auditor General consulted with the Treasurer prior to making this decision.

### Disclosures and Legal Compliance

#### Certification of Financial Statements

For the reporting period ended 30 June 2022

The accompanying financial statements of the Wheatbelt 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 2022 and the financial position as at 30 June 2022.

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.



Lorraine Williamson  
Chief Finance Officer

9 August 2022



Robert Cossart  
Chief Executive Officer

9 August 2022



Rebecca Tomkinson  
Chair of the Board

9 August 2022



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## Statement of Comprehensive Income

For the year ended 30 June 2022

	Notes	2022 \$'000	2021 \$'000
<b>COST OF SERVICES</b>			
<b>Expenses</b>			
Employee benefits expense	2.1(a)	268	271
Supplies and services	2.3	1,906	1,534
Depreciation and amortisation expense	4.1, 4.2	9	14
Other expenses	2.2	16	17
<b>Total cost of services</b>		<b>2,199</b>	<b>1,836</b>
<b>Income</b>			
Other income	3.2	73	155
<b>Total income</b>		<b>73</b>	<b>155</b>
<b>NET COST OF SERVICES</b>		<b>2,126</b>	<b>1,681</b>
<b>Income from State Government</b>			
Income from other public sector entities	3.1	484	753
Resources received	3.1	1,545	1,214
<b>Total income from State Government</b>		<b>2,026</b>	<b>1,967</b>
<b>SURPLUS/(DEFICIT) FOR THE PERIOD</b>		<b>(100)</b>	<b>286</b>
<b>TOTAL COMPREHENSIVE INCOME/(LOSS) FOR THE PERIOD</b>		<b>(100)</b>	<b>286</b>

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



## Statement of Financial Position

For the year ended 30 June 2022

	Notes	2022 \$'000	2021 \$'000
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and cash equivalents	6.2	150	328
Restricted cash and cash equivalents	6.2	138	104
Receivables	5.1	9	154
<b>Total Current Assets</b>		<b>297</b>	<b>586</b>
<b>Non-Current Assets</b>			
Amounts receivable for services	5.2	99	99
Property, plant and equipment	4.1	-	1
Right-of-use assets	4.2	25	31
<b>Total Non-Current Assets</b>		<b>124</b>	<b>131</b>
<b>TOTAL ASSETS</b>		<b>421</b>	<b>717</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Payables	5.3	11	215
Lease liabilities	6.1	-	6
Employee related provisions	2.1(b)	148	135
<b>Total Current Liabilities</b>		<b>159</b>	<b>356</b>
<b>Non-Current Liabilities</b>			
Lease liabilities	6.1	25	25
Employee related provisions	2.1(b)	1	-
<b>Total Non-Current Liabilities</b>		<b>26</b>	<b>25</b>
<b>TOTAL LIABILITIES</b>		<b>185</b>	<b>381</b>
<b>NET ASSETS</b>		<b>236</b>	<b>336</b>
<b>EQUITY</b>			
Contributed equity	8.9	75	75
Accumulated surplus/(deficit)		161	261
<b>TOTAL EQUITY</b>		<b>236</b>	<b>336</b>

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

## Statement of Changes in Equity

For the year ended 30 June 2022

	Notes	Contributed equity \$'000	Accumulated surplus \$'000	Total equity \$'000
<b>Balance as at 1 July 2020</b>		75	(25)	50
Deficit			286	286
Total comprehensive income for the period		-	286	286
<b>Balance as at 30 June 2021</b>		<b>75</b>	<b>261</b>	<b>336</b>
<b>Balance as at 1 July 2021</b>		<b>75</b>	<b>261</b>	<b>336</b>
Deficit	8.9	-	(100)	(100)
Total comprehensive income for the period		-	(100)	(100)
<b>Balance as at 30 June 2022</b>		<b>75</b>	<b>161</b>	<b>236</b>

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



## Statement of Cash Flows

For the year ended 30 June 2022

	Notes	2022 \$'000	2021 \$'000
<b>CASH FLOWS FROM STATE GOVERNMENT</b>			
Funds from other public sector entities		484	753
<b>Net cash provided by the State Government</b>		<u>484</u>	<u>753</u>
<i>Utilised as follows:</i>			
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Payments</b>			
Employee benefits		(262)	(283)
Supplies and services		(538)	(235)
Finance costs		(1)	-
GST payments on purchases		(46)	(13)
Other payments		(16)	(21)
<b>Receipts</b>			
GST receipts on sales		13	28
GST receipts from taxation authority		1	19
Other receipts		230	159
<b>Net cash used in operating activities</b>		<u>(619)</u>	<u>(346)</u>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>Payments</b>			
Principal elements of lease payments		(9)	(13)
<b>Net cash used in financing activities</b>		<u>(9)</u>	<u>(13)</u>
<b>Net increase / (decrease) in cash and cash equivalents</b>		(144)	394
<b>Cash and cash equivalents at the beginning of the period</b>		432	38
<b>CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD</b>	6.2	<u>288</u>	<u>432</u>

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

## Notes to the Financial Statements

For the year ended 30 June 2022

### 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 09 August 2022.

### Statement of compliance

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

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

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

### Basis of preparation

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

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

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

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

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

### Contributed Equity

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



## Notes to the Financial Statements

For the year ended 30 June 2022

as contributions by owners by *TI 955 Contributions by Owners made to Wholly-Owned Public Sector Entities* and have been credited directly to Contributed Equity.

### Comparative information

Except when an AAS permits or requires otherwise, comparative information is presented in respect of the previous period for all amounts reported in financial statements. AASB 1060 provides relief from presenting comparatives for:

Property, Plant and Equipment reconciliations; and  
Right-of-Use Asset reconciliations

### Judgements and estimates

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

## Notes to the Financial Statements

For the year ended 30 June 2022

### 2. Use of Our Funding

#### Expenses incurred in the delivery of services

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

	Notes
Employee benefits expenses	2.1(a)
Employee benefits provisions	2.1(b)
Other expenditure	2.2

#### 2.1. (a) Employee benefits expenses

	2022 \$'000	2021 \$'000
Employee benefits	241	244
Superannuation – defined contribution plans	27	27
<b>Total employee benefits expenses</b>	<b>268</b>	<b>271</b>
Add: AASB 16 non-monetary benefits	10	11
<b>Net employee benefits</b>	<b>278</b>	<b>282</b>

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

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

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



## Notes to the Financial Statements

For the year ended 30 June 2022

### 2.1. (b) Employee related provisions

	2022 \$'000	2021 \$'000
<b>Current</b>		
<u>Employee benefits provisions</u>		
Annual leave	36	27
Long service leave	110	106
	<b>146</b>	<b>133</b>
<u>Other provisions</u>		
Employment on-costs	2	2
<b>Total current employee related provisions</b>	<b>148</b>	<b>135</b>
<b>Non-current</b>		
<u>Employee benefits provisions</u>		
Long service leave	1	-
<b>Total non-current employee related provisions</b>	<b>1</b>	<b>-</b>
<b>Total employee related provisions</b>	<b>149</b>	<b>135</b>

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

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

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

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

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

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

## Notes to the Financial Statements

For the year ended 30 June 2022

### 2.1. (b) Employee related provisions (continued)

**Employee 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'.

	2022 \$'000	2021 \$'000
<b><u>Employment on cost provision</u></b>		
Carrying amount at start of period	2	3
Additional/(reversals of) provisions recognised	-	(1)
<b>Carrying amount at end of period</b>	<b>2</b>	<b>2</b>

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

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

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

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

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



## Notes to the Financial Statements

For the year ended 30 June 2022

### 2.2. Other expenditure

	2022 \$'000	2021 \$'000
<b>Supplies and services</b>		
Board fees	75	82
Communications	1	1
Consultants and contractors	270	191
Consumables	9	12
Travel	8	12
Other	1	22
Resources provided free of charge by DPIRD <sup>(a)</sup>	1,542	1,214
<b>Total supplies and services expense</b>	<b>1,906</b>	<b>1,534</b>
<b>Other expenses</b>		
Building and infrastructure maintenance	6	3
Donations and sponsorships	2	6
Internal and audit fees	3	6
Other expenses	5	2
<b>Total other expenses</b>	<b>16</b>	<b>17</b>
<b>Total other expenditure</b>	<b>1,922</b>	<b>1,551</b>

(a) Support Services provided by Department of Primary Industries and Regional Development to support the Commission in the fulfillment 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 incurred, except where they relate to the replacement of a significant component of an asset. In that case, the costs are capitalised and depreciated.

## Notes to the Financial Statements

For the year ended 30 June 2022

### 3. Our Funding Sources

#### How we obtain 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 the State Government

	2022 \$'000	2021 \$'000
Income received from other public sector entities during the period:		
Department of Primary Industries and Regional Development - operational funding	409	648
Department of Primary Industries and Regional Development - service level agreement	75	75
Peel Development Commission – Service Level Agreement	-	30
<b>Total grants and subsidies</b>	<b>484</b>	<b>753</b>
Resources received from other public sector entities during the period:		
Services received free of charge <sup>(a)</sup>	1,542	1,214
<b>Total resources received</b>	<b>1,542</b>	<b>1,214</b>
<b>Total income from State Government</b>	<b>2,026</b>	<b>1,967</b>

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

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

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



## Notes to the Financial Statements

For the year ended 30 June 2022

### 3.2. Other income

	2022 \$'000	2021 \$'000
Other sundry income	71	9
Return of unspent grant monies	2	146
<b>Total other income</b>	<b>73</b>	<b>155</b>

## Notes to the Financial Statements

For the year ended 30 June 2022

### 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
Infrastructure, property, plant and equipment	4.1
Right-of-use assets	4.2

#### 4.1. Property, plant and equipment

Year ended 30 June 2022	Office equipment \$'000	Total \$'000
<b>1 July 2021</b>		
Gross carrying amount	494	494
Accumulated depreciation	(493)	(493)
Carrying amount at start of period	1	1
Additions		-
Retirements/(transfers)		-
Revaluation increments/(decrements) recognised in other comprehensive income		-
Depreciation	-	-
Impairment losses <sup>(a)</sup>		-
<b>Carrying amount at 30 June 2022</b>	<b>1</b>	<b>1</b>
Gross carrying amount	494	494
Accumulated depreciation	(494)	(494)
Accumulated impairment loss	-	-

#### 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 as historical cost less accumulated depreciation and accumulated impairment losses.



## Notes to the Financial Statements

For the year ended 30 June 2022

### 4.1 Property, plant and equipment (continued)

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

#### 4.1.1. Depreciation and impairment

	2022 \$'000	2021 \$'000
<b>Depreciation</b>		
Office equipment	-	3
<b>Total depreciation for the period</b>	<b>-</b>	<b>3</b>

As at 30 June 2022, there were no indications of impairment to property, plant and equipment. All surplus assets as at 30 June 2022 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 coverable 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 should have been determined, net of depreciation or amortisation, if no impairment loss has been recognised in prior years.

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

## Notes to the Financial Statements

For the year ended 30 June 2022

### 4.2 Right-of-use assets

	2022 \$'000	2021 \$'000
Vehicles	25	31
<b>Net carrying amount</b>	<b>25</b>	<b>31</b>

Additions to right-of-use assets during the 2022 financial year were \$nil (2021: \$31,897).

#### Initial recognition

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

- the amount of the initial measurements 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 an 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.



## Notes to the Financial Statements

For the year ended 30 June 2022

### 4.2 Right-of-use assets (continued)

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

	2022 \$'000	2021 \$'000
Vehicles	9	11
<b>Total right-of-use asset depreciation</b>	<b>9</b>	<b>11</b>

The total cash outflow for leases in 2022 was \$10,149 (2021: \$11,444)

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

The Commission has leases for vehicles.

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.

## Notes to the Financial Statements

For the year ended 30 June 2022

### 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

	2022 \$'000	2021 \$'000
GST receivable	12	-
Other debtors	(3)	154
<b>Total current receivables</b>	<b>9</b>	<b>154</b>

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

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

	2022 \$'000	2021 \$'000
<b>Non-current balance at end of period</b>	<b>99</b>	<b>99</b>

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).



## Notes to the Financial Statements

For the year ended 30 June 2022

### 5.3. Payables

	2022 \$'000	2021 \$'000
Trade payables	6	48
Other payables	(5)	19
Accrued expenses	10	145
Accrued salaries	-	3
<b>Total current payables</b>	<b>11</b>	<b>215</b>

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

## Notes to the Financial Statements

For the year ended 30 June 2022

### 6. Financing

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

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

#### 6.1. Lease Liabilities

	2022 \$'000	2021 \$'000
Current	-	6
Non-current	25	25
	<u>25</u>	<u>31</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.



## Notes to the Financial Statements

For the year ended 30 June 2022

### 6.1. Lease Liabilities (continued)

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

	2022 \$'000	2021 \$'000
<b>Non-restricted cash and cash equivalents</b>	<b>150</b>	<b>328</b>
<b>Restricted cash and cash equivalents</b>		
<i>Royalties for Regions Fund Projects Restricted cash</i>		
<i>Regional Grant Scheme</i>		
	<b>138</b>	<b>104</b>
<b>Total cash and cash equivalents</b>	<b>288</b>	<b>432</b>

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

### 6.3. Capital Commitments

There are no known capital expenditure commitments, being contracted capital expenditure additional to the amounts reported in the financial statements (2021: None).

## Notes to the Financial Statements

For the year ended 30 June 2022

### 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:

	2022 \$'000	2021 \$'000
<u>Financial assets</u>		
Cash and cash equivalents	288	432
Financial assets at amortised cost <sup>(a)</sup>	96	253
<b>Total financial assets</b>	<b>384</b>	<b>685</b>
<u>Financial liabilities</u>		
Financial liabilities at amortised cost <sup>(b)</sup>	36	229
<b>Total financial liabilities</b>	<b>36</b>	<b>229</b>

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

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

#### 7.2. Contingent assets and liabilities

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

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

There were no contingent assets or liabilities which would affect the Commission at the end of June 2022 (2021: None).



## Notes to the Financial Statements

For the year ended 30 June 2022

### 8. Other Disclosures

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

	<b>Note</b>
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.

#### 8.2. Initial application of Australian Accounting Standards

The following standards are operative for reporting periods ended on or after 30 June 2022:

*AASB 1060 – General Purpose Financial Statements – Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities*

*AASB 2020-5 Amendments to Australian Accounting Standards – Insurance Contracts*

*AASB 2020-7 Amendments to Australian Accounting Standards – Covid-19-Related Rent Concessions: Tier 2 Disclosures*

*AASB 2021-1 – Amendments to Australian Accounting Standards – Transition to Tier 2: Simplified Disclosures for Not-for-Profit Entities*

*AASB 2021-3 Amendments to Australian Accounting Standards – Covid-19-Related Rent Concessions beyond 30 June 2021*

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

## Notes to the Financial Statements

For the year ended 30 June 2022

### 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 (\$)	2022	2021
<b>Compensation of members of the accountable authority</b>		
50,001 – 60,000	-	1
40,001 – 50,000	1	-
10,001 – 20,000	1	1
0 – 10,000	10	6
<b>Compensation of senior officers (\$)</b>		
240,000 – 250,000	1	-
230,001 – 240,000	-	1
170,001 – 180,000	-	1
150,001 – 160,000	1	-
	<b>2022</b>	<b>2021</b>
	<b>\$'000</b>	<b>\$'000</b>
Short-term employee benefits	403	340
Post-employment benefits	41	35
Other long-term benefits	39	39
<b>Total compensation for members of the accountable authorities and senior officers</b>	<b>483</b>	<b>414</b>

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



## Notes to the Financial Statements

For the year ended 30 June 2022

### 8.4. Related part 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 not 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:

	2022 \$'000	2021 \$'000
Auditing the account, financial statements, controls, and key performance indicators	-	26

The Auditor General has dispensed with the audit for the year ending 30 June 2022 under section 14 of the Auditor General Act 2006.

## Notes to the Financial Statements

For the year ended 30 June 2022

### 8.9. Equity

	2022 \$'000	2021 \$'000
<b><u>Contributed equity</u></b>		
Balance at start of year	75	75
<b>Balance at end of period</b>	<b>75</b>	<b>75</b>

### 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 financial 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.



## Certification of key performance

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 2022.



Rebecca Tomkinson  
Chair of the Board

9 August 2022



Rob Cossart  
Chief Executive Officer

9 August 2022

## 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 2022, 151 stakeholders were identified, comprising of Local, State and Commonwealth agencies, as well as private entities and non-government agencies. A total of 118 completed surveys were obtained from this client contact list (a response rate of 78%), giving a maximum standard error ratio of +/-4.23% 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.

## Performance

### Performance management framework

The Wheatbelt Development Commission's guiding framework is the *Regional Development Commissions Act 1993* and the Government's strategic framework.

The outcomes provided in the Act align with the government goal of growing and diversifying the economy, creating jobs and supporting skills development, as well as the five themes of regional development endorsed by the Regional Development Trust.



## Outcomes based management framework

The Commission measures its effectiveness against the Government's desired outcomes through an annual client perceptions survey, conducted by an independent market research company. Survey results provide feedback on the WDC's effectiveness, timeliness and quality of service.

The Commission's clients include local governments, Commonwealth and State government agencies, community and not-for-profit groups and private organisations.

		Actual 2018	Actual 2019	Actual 2020	Actual 2021	Target 2022	Actual 2022
Satisfaction survey that the Commission is achieving its outcome	Strongly Agree	28%	33%	n/a*	33%	30%	27%
	Agree	61%	61%	n/a*	59%	60%	68%
	Neither Agree or Disagree	5%	4%	n/a*	6%	5%	4%
	Disagree	2%	2%	n/a*	2%	2%	1%
	Strongly Disagree	2%	-	n/a*	-	2%	-
	Don't Know	2%	-	n/a*	-	1%	-

\*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 2018	Actual 2019	Actual 2020	Actual 2021	Target 2022	Actual 2022
Average cost per chargeable hour	\$101	\$91	\$95	\$85	\$102	\$130
Average cost per program of grants conveyed	\$113,757	\$29,558	\$278,425	\$18,198	\$15,168	\$26,424

## 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 2018	Actual 2019	Actual 2020	Actual 2021	Target 2022	Actual 2022
Average cost per chargeable hour	\$88	\$76	\$96	\$85	\$108	\$130
Average cost per program of grants conveyed	\$43,964	\$2,451	\$29,656	\$27,297	\$40,490	\$30,709

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 2021-22

The Commission's total cost of services less grants and subsidies was 18% over target. The total hours were 4% under target.

## Service 1: Information and Promotion

The commission expected 33% of hours to be allocated to Service 1 however, 50% of actual hours were spent on service 1.

The average cost per chargeable hour was 28% over target and is attributed to a total cost of services 78% above target and an increase on target of 39% in actual hours. This is due to an increased focus on raising the economic profile of the Wheatbelt Region, promoting the Wheatbelt as a place to live, work, visit and invest and project based initiatives.

The average cost per program of grants conveyed was 74% higher than target, this is mainly due to Commonwealth funding provided under the Federal Drought Fund for the completion of the Regional Drought Resilience Plan for the Wheatbelt Region and ongoing work resulting from the administration of the small grant election commitments.



## Service 2: Facilitation

The Commission expected 67% of hours allocated to Service 2 however, 50% of actual hours were spent on service 2. The average cost per chargeable hour was 20% over target due to less actual hours and lower actual expense compared with target. This was attributable to increased resources allocated to the delivery of Service 1. The average cost per program of grants conveyed was 24% below target due to an decrease in the number of grants facilitated by the Commission through the Regional Economic Development Grants scheme.

## Other legal disclosures

### Act of Grace payments

The Wheatbelt Development Commission made no Act of Grace payments during the 2021-22 financial year.

### Ministerial Directives

No Ministerial Directives were received during the 2021-22 financial year.

### Unauthorised use of credit cards

Credit cards may be issued to officers for purchasing goods and services for the Wheatbelt Development Commission where warranted. The Commission's credit card policy and Treasurer's Instruction TI 321 prohibit the use of corporate credit cards for personal purposes. For the year ended 30 June 2022 there were no instances of personal use on the corporate credit cards.

### Advertising

Section 175ZE of the Electoral Act 1907 requires public agencies to report details of expenditure to organisations providing services in relation to advertising, market research, polling, direct mail and media advertising. The Wheatbelt Development Commission incurred the following expenditures over the 2021-22 financial year:

Expenditure	Organisation	Amount (\$)	Total (\$)
Advertising	Initiative	\$1,061.89	\$1,061.89
Market research	Advantage Communications and Marketing Pty Ltd	\$3,913.80	\$3,913.80
Polling	Nil	Nil	Nil
Direct mail	Nil	Nil	Nil
Media advertising	Nil	Nil	Nil
<b>Grand total</b>			<b>\$4,975.69</b>

### Disability Access and Inclusion Plan outcomes

The Wheatbelt Development Commission is committed to promoting an inclusive environment that allows all people to access our services and facilities. The Commission is included under the umbrella of the Department of Primary Industries and Regional Development Disability Access and Inclusion Plan 2018-23. This plan is designed to ensure all people are considered in all Commission activities and services, and ensure access to Commission events, information, buildings and facilities. It also ensures all people receive equitable services and opportunities to participate in Commission activities.

The Wheatbelt Development Commission is committed to achieving the following seven outcomes outlines in the DPIRD Disability Access and Inclusion Plan 2018-23:

- People with disability have the same opportunities as other people to access the services of, and any events organised by the Wheatbelt Development Commission.
- People with disability have the same opportunities as other people to access the buildings and other facilities of the Wheatbelt Development Commission.
- People with disability receive information from the Wheatbelt Development Commission in a format that will enable them to access the information as readily as other people are able to access it.
- People with disability receive the same level and quality of service from Wheatbelt Development Commission staff as other people receive.
- People with disability have the same opportunities as other people to make complaints to the Wheatbelt Development Commission.
- People with disability have the same opportunities as other people to participate in any public consultation by the Wheatbelt Development Commission.
- People with disability have the same opportunities as other people to obtain and maintain employment with the Wheatbelt Development Commission.

A copy of the DPIRD Disability Access and Inclusion Plan 2018-2023 can be found on the Commission's website.

### Compliance with public sector standards and ethical codes

The Wheatbelt Development Commission has had no compliance issues during the 2021-22 financial year regarding the Public Sector Standards, the WA Code of Ethics or the internal Code of Conduct.

The Commission's Code of Conduct and policy suite forms part of Board and employee induction requirements to ensure all new starters are aware of their responsibilities. To ensure staff remain observant of the Public Sector Standards, WA Code of Ethics and the Commission's code of conduct, a mandatory online training module, Accountable and Ethical Decision Making, is required to be completed annually by staff through DPIRD's electronic learning management system and is regularly discussed at staff meetings. The Board maintains a schedule to review internal policies to ensure continued compliance with Public Sector Commission requirements.

## Recordkeeping plans

In accordance with the *State Records Act 2000*, the Wheatbelt Development Commission has a Record Keeping Plan consistent with State Records Commission Standard 2, Principle 6. Policies relating to record keeping and computer management are reviewed biennially and updated, if required, in line with current operational and compliance requirements.

New employees are required to complete a mandatory online Record Keeping Awareness training module in DPIRD's electronic learning management system as part of their induction. The course gives an overview of the record keeping policies and practices implemented by the Commission and DPIRD, with a requirement for staff to re-sit the module every two years. Face-to-face records management training is provided when onboarding new employees to ensure they are familiar with the Commission's record keeping practices.

## Freedom of Information

The Wheatbelt Development Commission maintains a range of documents relating to business activities in both hard copy and electric format. Documents relating to 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 available on the Commission's website can be made under the provisions of the *Freedom of Information Act 1992*. The Wheatbelt Development Commission received no Freedom of Information requests during the 2021-22 financial year.

# Government policy requirements

## Work, health and safety

The Wheatbelt Development Commission is committed to providing a safe and healthy environment in its workplaces in accordance with the *Work Health and Safety Act 2020*. The Commission has a suite of policies to support safe workplace practices, which form part of the Board and Staff induction. The Commission's offices are co-located with DPIRD's, and comply with the Department's Occupational Safety and Health policies and procedures.

## WA Multicultural Policy Framework

The Wheatbelt Development Commission is participating in DPIRD's Multicultural Plan 2021-26. The Plan outlines tangible ways in which the Commission will work to achieve policy priorities, outcomes and strategies of the WA Multicultural Policy Framework for the Culturally and Linguistically Diverse (CaLD) community of Western Australia.



### Occupational safety, health and injury management

The Commission is committed to assisting injured workers in their return to work as soon as medically appropriate and adheres to the requirements of the Worker's Compensation and Injury Management Act 1981 in the event of a work related injury. In such instances, the Commission will make provisions for injured workers, including an Injury Management System and Return to Work Program.

	Target 2020-21	Actual 2020-21	Target 2021-22	Actual 2021-22
Number of fatalities	0	0	0	0
Lost time injury/disease incidence rate	0	0	0	0
Lost time injury and/or disease incidence rate	0	0	0	0
Lost time injury and/or disease severity rate	0	0	0	0
Percentage of injured workers returned to work	0	0	0	0
(i) Within 13 weeks	0	0	0	0
(ii) Within 26 weeks	n/a	n/a	n/a	n/a
Percentage of managers trained in occupational safety, health and injury management responsibilities	Greater than 80%	100%	Greater than 80%	100%

### Board and committee remuneration

#### Wheatbelt Development Commission Board

Position title	Member name	Type of remuneration*	Period of membership**	Term of appointment/tenure***	Gross/actual remuneration for financial year
Chair	Rebecca Tomkinson	Stipend	14/08/2017 – 30/06/2023	12 months	\$43,312.50
Deputy Chair	Oral McGuire	Stipend and sitting fee	14/04/2020 – 31/12/2024	12 months	\$4,715.00
Member	Kerryn Chia	Sitting fee	11/01/2021 – 30/06/2023	12 months	\$4,009.00
Member	Julie Flockart	Sitting fee	05/02/2018 – 31/12/2023	12 months	\$2,765.00
Member	Amanda Walker	Sitting fee	03/12/2018 – 30/06/2022	12 months	\$3,203.00
Member	Leslee Holmes	Sitting fee	05/02/2018 – 31/12/2023	12 months	\$6,339.00
<b>Total</b>					<b>\$63,343.50</b>

### Avon Industrial Park Advisory Committee

Position title	Member name	Type of remuneration	Period of membership	Term of appointment	Base salary/sitting fee	Gross/actual remuneration for financial year
Chair	Julie Flockart	Sitting fee	12 months	10/02/2021 – 30/09/2023	\$361 full day \$237 part day	\$1,646.00
Member	Paul Tomlinson	Sitting fee	12 months	07/12/2018 – 30/09/2023	\$247 full day \$165 part day	\$237.00
Member	Christopher Antonio	Sitting fee	7 months	09/11/2021 – 30/09/2023	\$247 full day \$165 part day	\$165.00
Member	Leonie Knipe	Sitting fee	7 months	09/11/2021 – 30/09/2023	\$247 full day \$165 part day	\$165.00
Member	Phillip Nash	Sitting fee	7 months	09/11/2021 – 30/09/2023	\$247 full day \$165 part day	\$165.00
Member	Simon Northey	Sitting fee	12 months	07/12/2018 – 09/11/2021	\$247 full day \$165 part day	\$165.00
<b>Total</b>						<b>\$2,543.00</b>

### Financial Audit Risk Management Sub-committee

Position title	Member name	Type of remuneration	Period of membership	Term of appointment	Base salary/sitting fee	Gross/actual remuneration for financial
Independent Chair	Miriam Sauley	No Sitting fee	12 months	01/07/2021 – 30/06/2022	\$0.00	\$0.00
Member	Oral McGuire	Sitting fee	12 months	01/07/2021 – 30/06/2022	\$208 part day	\$418.00
Member	Leslee Holmes	Sitting fee	12 months	01/07/2021 – 30/06/2022	\$208 part day	\$418.00
<b>Total</b>						<b>\$836.00</b>





Wheatbelt  
Development  
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