



GREAT SOUTHERN DEVELOPMENT COMMISSION

Strategic Plan 2020-2022

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Foreword

The Great Southern Development Commission's (GSDC) strategic goals are aligned with the State Government priorities and with the strategic intent of the Department of Primary Industries and Regional Development (DPIRD) and the Western Australian Regional Development Trust (WARDT).

By working in partnership with local governments, businesses and communities, the GSDC aims to coordinate and support endeavours that build an integrated regional economy, foster regional growth, and transform our communities into vibrant places to work, play and learn.

In pursuit of the region's continuing growth prospects, the Commission has referenced its strategic intentions to the State Government priorities to deliver regional prosperity including an emphasis on more jobs, a strong economy, Aboriginal wellbeing, enhanced education outcomes, a liveable environment and safer communities.

The GSDC will identify and support economic and social development priorities for all regionally-significant industries and communities. The Commission will also work with DPIRD to achieve the department's goals to protect, grow and innovate in primary industries and regions in Western Australia.

The Commission has a reputation built over many years as a highly regarded facilitator of development in the region, and as a Board and staff we look forward to working with the Minister to build on this valuable work.

This Plan sets out our strategic direction for the period 2020 to 2022, including our values, vision, mission and strategies.

Ronnie Fleay

Bruce Manning

Acting Chair

Chief Executive Officer

Acknowledgement of Traditional Owners

Traditional owners and custodians are central to the past, present and future of our region. The GSDC Board and staff acknowledge the Noongar people, who are the traditional custodians in the Great Southern. We acknowledge their continuing connection to the region's land, waters and community.

We pay our respects to all members of Noongar communities, and to elders past, present and emerging.

The GSDC is committed to advancing economic development opportunities for Aboriginal people and businesses through the GSDC Strategic Plan, with a focus on:

- Engagement and securing pathways to employment
- Enhancing local content outcomes for Aboriginal businesses in procurement processes
- Celebration and sharing of Aboriginal culture and achievements in the Great Southern.





Regional Development in Western Australia

Regional development is the sustainable economic development of regional Western Australia cooperatively with that of the metropolitan area.

The WARDT vision for Western Australia is ‘a diversified State economy, that is independent of non-renewable resource extraction’.

Strategic Themes

Regional development undertaken in a holistic, effective and efficient manner will, by definition, lead to highly favourable commercial and economic outcomes. To that end, the WARDT has formulated five strategic themes. The Trust’s themes are:

1. Grow existing, and find and develop new, non-renewable resource and related industries
2. Grow existing, and find and develop new, other alternative industries
3. Normalise regional living standards
4. Normalise Aboriginal economic development
5. Organisational excellence

Priorities

The Trust’s work in the regions contributes to the whole-of-Government targets to deliver better outcomes for all Western Australians.

Its work helps to make our regions prosper and regional economies stronger.

Its work contributes to the Government’s goal of realising an extra 30,000 jobs in the regions by 2023-24.

GREAT SOUTHERN

Western Australia's Great Southern takes in several hundred kilometres of the State's southern coastline, stretching from Nornalup in the west to the Fitzgerald River National Park in the east, and it extends north to the Shires of Woodanilling and Kent. Its ancient geography includes the highest ranges in southern Western Australia, deep forests, productive farmland and spectacular coastal scenery.

39,007 Square kilometres

60,993 Regional population

44 Years median age
WA average 36

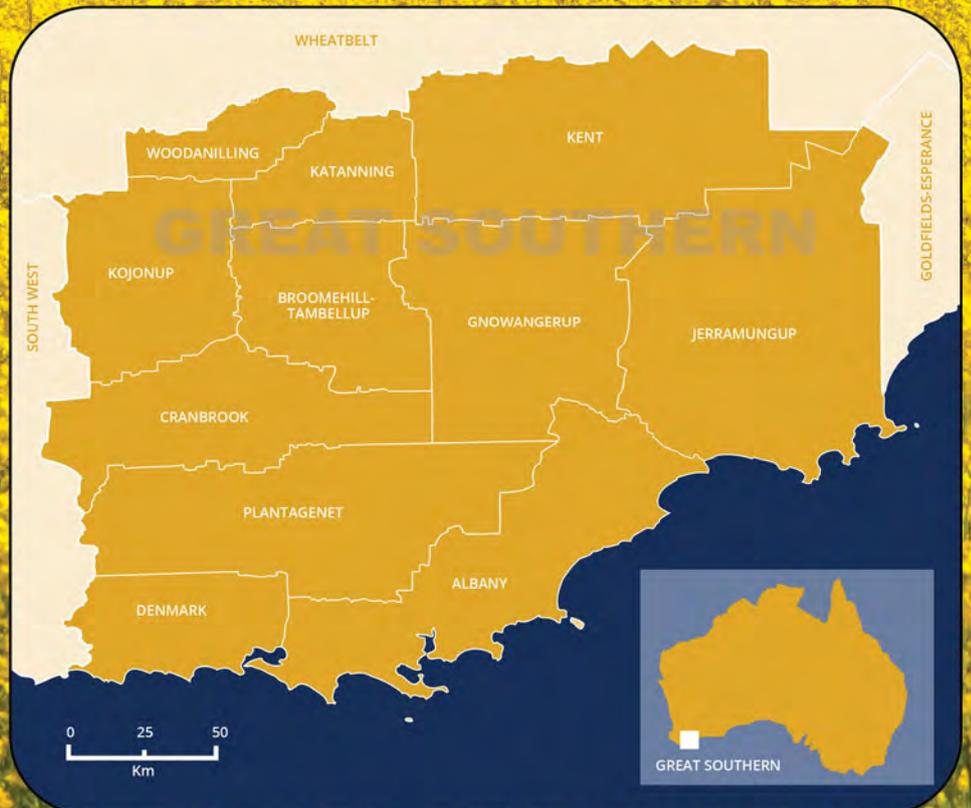
3.6% Aboriginal residents

62% Population living in Albany

11

Local Government Areas

- Albany
- Broomehill-Tambellup
- Cranbrook
- Denmark
- Gnowangerup
- Jerramungup
- Katanning
- Kent
- Kojonup
- Plantagenet
- Woodanilling



GREAT SOUTHERN ECONOMY

Primary production is the backbone of the Great Southern economy. It is Western Australia's second largest agricultural region and about 60 per cent of its economic activity is directly or indirectly related to agriculture. Apart from broadacre cropping and livestock, its output includes superb fresh produce and award-winning beverages, including excellent wine from its five wine subregions.

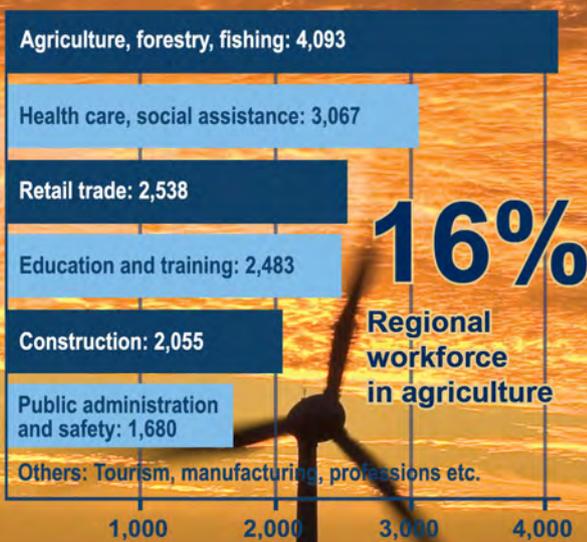
\$4.9b Gross Regional Product
ABS 2019

\$2.4b Regional exports
ABS 2018

7%-plus Average annual GRP
growth past five years

25,042 Regional workforce
ABS 2018

\$613 Median personal income
WA average \$724



COMPARATIVE ADVANTAGES

- ✓ **Lifestyle and natural amenity:** Temperate climate; environment, cultural and heritage assets
- ✓ **Primary production:** Diverse product with value-add opportunities
- ✓ **Tourism:** Natural and built attractions; Aboriginal heritage assets; unique historical character
- ✓ **Tertiary education:** Significant UWA presence; research institutions

Regional Development

The importance of WA's regions was formally recognised through the *Regional Development Commissions Act 1993* (the Act).

The Act established Regional Development Commissions to **coordinate and promote economic development to maximise prosperity and wellbeing for the regions, and for Western Australia.**

The objectives of the Commission as detailed in the Act are to:

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

To achieve these objectives our functions under the Act are to:

- Promote the region
- Facilitate coordination between relevant statutory bodies and State government agencies
- Cooperate with representatives of industry and commerce, employer and employee organisations, education and training institutions and other sections of the community within the region
- Identify the opportunities for investment in the region and encourage that investment
- Identify the infrastructure needs of the region, and encourage the provision of that infrastructure in the region
- Cooperate with departments of the Public Service of the State and the Commonwealth, and other agencies, instrumentalities and statutory bodies of the State and the Commonwealth; and local governments, in order to promote equitable delivery of services within the region.

Our Values

Our core values underpin all our actions, decisions and behaviours, and promote a positive working environment and culture. Our core values are:

- **Leadership** – provide leadership in the region through effective regional representation and influential strategic advice to our stakeholders.
- **Integrity** – demonstrate integrity in our actions, decision-making processes and corporate governance.
- **Inclusiveness** – understand and value the diverse perspectives on key opportunities, issues and challenges within the region.
- **Collaboration** – engage respectfully with all stakeholders within and external to the region.
- **Efficiency** – Perform our functions in an efficient and economical manner.

Our Vision

That the Great Southern is recognised internationally as a natural choice for opportunity and lifestyle.

Our Mission

To be the catalyst for development and growth in the Great Southern region, we will:

- Maximise gains in regional jobs and business activity
- Add value to the region's economy
- Build strong and inclusive communities
- Enhance Aboriginal wellbeing
- Respect and enhance the region's environmental, heritage and cultural assets
- Champion education, knowledge, creativity and innovation that benefits the region.

Our Actions

Our Strategic Plan identifies the Commission's direction over the 2020-2022 period and ensures we:

- Undertake our functions in alignment with those set out in the Act
- Allocate resources effectively and in alignment with the priorities of Government
- Pursue strategic development opportunities in a coordinated manner for the betterment of the region
- Provide strategic advice to the Government on investment opportunities and emerging regional issues
- Contribute to sector-wide objectives and cross-regional outcomes.

Critical to this is our ability to strategically respond to key State Government initiatives as they emerge, including ‘Diversify WA’, ‘Our Priorities 2019’, ‘Great Southern Recovery Plan’ and emerging COVID-19 recovery packages.

To complement this Plan, the Commission annually prepares a more detailed internal operational plan. The operational plan covers a financial year and informs the preparation of annual budget and staffing allocations.

This Strategic Plan will be reviewed in 2022.

Our Strategic Goals

Our actions take place within a framework of four strategic goals:

- **Strong and Diverse Economy** – Grow existing, and find and develop new regional industries
- **Regional Liveability** – Enhance and normalise regional living standards
- **Strong Communities** – Build strong, inclusive communities and normalise Aboriginal economic development
- **Organisational Excellence** – Operate efficiently in pursuit of organisational excellence

GSDC Strategic Goals and Regional Development Trust Themes		GSDC Strategic Goals			
		Strong and Diverse Economy	Regional Liveability	Strong Communities	Organisational Excellence
Regional Development Trust Strategic Themes	Grow and expand existing industries	✓	✓	✓	
	Find and develop new industries	✓	✓	✓	
	Normalise regional living standards	✓	✓	✓	
	Normalise Aboriginal economic development	✓	✓	✓	
	Organisational excellence				✓



Strong and Diverse Economy
Grow existing, and find and develop new regional industries

The Great Southern is a region valued as a place to live, work, visit and invest, with a strong and resilient economy. As an export-focused primary producer, the region is well placed to take advantage of continued growth in global demand for food as the world's population expands. There are also good prospects of significant growth, from diversification of production and further downstream processing of produce and expansion of industries including tourism, manufacturing and tertiary education.

Aims	Deliverables
Promote growth in sustainable regional jobs	<ul style="list-style-type: none"> • Develop projects that leverage the region's comparative advantages • Facilitate sustainable, supported, economic development • Encourage innovation and creativity in the development and implementation of projects • Build on the propulsive sectors of primary production, manufacturing, construction and education • Encourage and facilitate collaboration on regional issues and projects • Support investment in critical infrastructure • Promote local content in contract processes • Encourage diversification of the region's economic base • Ensure appropriate workforce skills and knowledge development
Expand existing industries	
Develop and grow new industries	
Maintain and improve essential infrastructure and services	

Performance Indicators
<ul style="list-style-type: none"> • Gross Regional Product • Unemployment rate in the region • Number of new jobs in the region • Harvard economic complexity score • Regional business participation in tender processes • Number, value and capacity of new and existing renewable energy projects in the region



Regional Liveability
Enhance and
normalise regional living standards

The Great Southern enjoys many advantages related to its natural environment, cultural and heritage assets that underpin its value as a place to live, work, visit and invest. This is coupled with the temperate nature of the climate, reinforcing the attractiveness of the region to families and retirees alike. Effective management of the region’s natural resources and environments, coupled with innovative approaches to the creation and marketing of niche lifestyle offerings, will ensure these assets remain a drawcard for traditional target groups, and will attract new demographics to diversify the region’s community and visitor base.

Aims	Deliverables
Respect and enhance our environment, heritage, and cultural assets	<ul style="list-style-type: none"> • Support maintenance and enhancement of the region’s environmental values • Promote initiatives that grow the region’s cultural, heritage and natural products • Support communities to acquire and maintain assets, skills and knowledge • Monitor and advocate for metro parity outcomes in delivery of health, education and other services • Support a regional culture of innovation and creativity • Encourage research and best practice in the management of natural resources • Support maintenance and improvement of essential regional resources for response to major disruptive events • Monitor and advocate for effective regional disaster management capability
Develop the community assets and capacities that make the region a preferred place to live, work, visit and invest	
Champion education, knowledge, creativity and innovation that benefits the region	
Improve health and wellbeing outcomes in the region	
Strengthen regional resilience against disruptive events	

Performance Indicators
<ul style="list-style-type: none"> • Regional population size, location and age distribution • Developmental and educational attainment scores from early childhood to high school graduation • Percentage of Year 12 students progressing to tertiary study • Audit of essential regional resources and services



MOKARE "A MAN OF PAHLMUCK"
1826
RECOGNITION OF THE PAHLMUCK PEOPLE
FOR THEIR CO-EXISTENCE BETWEEN THE
AND THE FIRST EUROPEAN SETTLERS
A PUBLIC ARTWORK PROJECT, 2007 BY THE
ABORIGINAL ARTISTS DEPARTMENT AND
ALBERTA
THE PLAQUE WAS UNVEILED BY
THE HONORABLE WILLIAMS AND
THE HONORABLE ANNETTE AMOR
ON THE 20th OF APRIL 2007
TILES PRODUCED BY SCHOELL GARDEN
SOUTHERN MEXICO



Strong Communities

Build strong, inclusive communities and normalise Aboriginal economic development

Aboriginal people are a significant part of the Great Southern community. The region's Aboriginal workforce is employed across the full range of professions, trades and other occupations in both the private and public sectors. Initiatives that will grow economic and employment opportunities for Aboriginal residents are fundamental to the long-term prosperity of the region.

Aims	Deliverables
Build strong and inclusive communities	<ul style="list-style-type: none"> • Monitor and respond to the South West Native Title Settlement • Facilitate the growth and viability of Aboriginal enterprises • Support initiatives that promote the cultural heritage of the Noongar people • Support initiatives that engage senior members of the community • Support initiatives that deliver youth focused outcomes
Enhance Aboriginal wellbeing and economic development	
Enable and empower Aboriginal communities to set their own path to health and prosperity	

Performance Indicators

- Number of registered Aboriginal businesses in the region
- Number and value of tenders awarded to Aboriginal businesses in the region
- Number of events and projects that engage senior members of the community
- Number of events and projects that deliver youth focused outcomes



Organisational Excellence
Operate efficiently in pursuit of organisational excellence

We partner with many stakeholders that include governments, industry and communities. The Commission recognises that collaborative engagement across a range of stakeholders is essential to the success of regional development and growth in the Great Southern. The Commission is committed to building and sustaining partnerships based on mutual trust and respect to share knowledge and inform decision making.

Goals	Deliverables
Lead with integrity and professionalism	<ul style="list-style-type: none"> • Communicate GSDC role and achievements • Respond to relevant regional opportunities • Provide advocacy and leadership for the region • Monitor and review economic and regional development publications and resources • Enable the professional development of staff • Operate ethically
Maintain a region-wide focus	
Be strategic and effective	
Build strong partnerships	
Exercise consistent advocacy	

Performance Indicators
<ul style="list-style-type: none"> • Number of communication and media activities • Number of days professional development or training by staff • Compliance with Commissioner’s Instructions, public sector standards, codes of ethics and relevant codes of conduct • Unqualified Internal and External Audit Opinion



Our Strategic Projects

The GSDC undertakes a range of projects across the region, often in partnership with industry, community groups and government departments. The GSDC also supports many projects with State Government funding, including through the RED Grants program.

Strong and Diverse Economy

- Albany Waterfront Development
- Industry Support Programs and Events
- Renewable Energy
- Investment Attraction
- Maximising Local Content
- Yerriminup Industrial Precinct
- Albany Heritage Park Trails
- Albany Surf Reef
- Albany Motorplex
- Beaufort Intensive Agricultural Precinct
- Improving visitor accessibility and amenity at Strawberry Hill, Albany
- Albany Town Hall: Western Australia's Regional Smart Cultural Capital

Regional Liveability

- Affordable Student Accommodation
- Great Southern Centre for Recreational Excellence
- Community Respite and Community Support Programs
- Telecommunications and Digital Enhancements
- Growing Spencer Park
- Great Southern Housing Initiative
- Norman House youth accommodation

Strong Communities

- Katanning Heritage Centre
- Regional Leadership and Development Forums
- GSDC Medal
- Community Resource Centres
- Seeding Great Southern Noongar Enterprises

Organisational Excellence

- Administration of State Government grant schemes, including the Regional Economic Development Grants Program
- Participation on key regional industry working groups and capacity building
- Support the Minister and Board to ensure that they have the information and resources to fulfil their function effectively and efficiently





Monitoring and Evaluation

The Commission's performance is reported each year in its Annual Report, including key performance indicators (KPIs). Two indicators are reported:

- Effectiveness indicator drawn from a client survey rating the Commission's coordination and promotion of development in the Great Southern
- Efficiency indicator showing the average cost per project.

In addition, the Commission's performance is monitored and evaluated by:

- Internal and external audits delivering no major risk findings
- Timely responses to governance requirements
- Accuracy and utility of advice to government
- Timely delivery and acquittal of funded projects
- Quantifying local content in Great Southern State Government projects.



Great Southern Development Commission

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