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**Western Australian
Regional Development Trust**

2020-21

Annual Report



STATEMENT OF COMPLIANCE

Hon Alannah MacTiernan MLC
Minister for Regional Development

Dear Minister

In accordance with section 28 of the *Royalties for Regions Act 2009*, I submit for your information and submission to Parliament the annual report for the Western Australian Regional Development Trust for the financial year 2020-21.



Brendan Hammond
CHAIR
9 September 2021

CONTENTS

Statement of Compliance	2
Chair’s Foreword	4
Overview	6
Role of the Western Australian Regional Development Trust	7
Trust Membership	8
Trust & Fund Performance	10
Royalties for Regions	11
Fund Snapshot	11
Trust Engagement	17
Strategic Priorities 2020-21	20
Governance	22
Freedom of Information	23
Trust Internal Governance	23
Trust Governance Framwork	25
Glossary	26

● **COVER:** (inset) Forest Discovery Centre at Dwellingup in the Peel region.
Credit Tourism Western Australia.

● **COVER:** (main image) Tourists at a Mt Augustus barbecue during the Gascoyne Food Festival.

● **BELOW:** The Fascine, Carnarvon’s central waterway, in the Gascoyne region.



CHAIR'S FOREWORD

I am pleased to be able to report on the activities of the Western Australian Regional Development Trust (Trust) over another year that has been challenging for regional Western Australia.

The State Government's response to the COVID-19 pandemic has been highly effective in protecting the social and economic wellbeing of this great State. Despite this, we have all felt the impact of global events, market disruptions and restrictions on mobility. These circumstances have resulted in obstacles and frustrations as well as opportunities for our regions, many of which have not been encountered before. A brief listing of some major issues can help to illustrate this:

- Unprecedented highs and lows in tourism activity, combined with major labour constraints in response to periods of peak demand.
- The need for rapid adaptation and innovation in response to changing market access for our State's primary industries.
- Extraordinary levels of activity across the non-renewable resources sector, which have underpinned the strength of the State's economy. While this investment is welcome, more work is needed to address the strain that rapid growth can put on regional housing and labour markets.
- Considerable increases in property prices in major regional centres as work practices and household preferences continue to evolve.

In my foreword last year, I noted that there is a long road ahead to economic recovery for a number of our regions and that regional development done well, is now more important than ever for all Western Australians.

The State economy has recovered strongly and this has been, in no small part, due to the rigour with which the State Government has managed the issue of COVID-19. It is my view that all Western Australians owe a debt of gratitude to those who have made this happen.

Nevertheless the ongoing management of COVID-19 will remain a key focus for some time to come, particularly as it relates to our regional communities and vital productive sectors. Disruption, a key feature since the commencement of this pandemic, may bring with it new ways of doing business and new opportunities. It is vital that we continue to plan for and deliver initiatives that help to grow and diversify our regional economies. Regional development that can make a real difference to the lives of Western Australians remains our focus.

It is therefore appropriate that I comment on the ongoing progress of the collaborative Strategic Framework across the Portfolio. It is pleasing to note the significant progress that has been made during the year. The Regional Development Council (Council) has taken the reins to set the direction for regional development and taken over the Trust's role of

overseeing the implementation of new initiatives. This has allowed the Trust to revert to its more traditional role of oversight, which includes ensuring that effective governance processes and ways of working collaboratively are maintained and deliver the outcomes intended.

Over the year the WA Regional Development Alliance (WARDA), comprising the CEOs of the nine Regional Development Commissions (Commissions) and the Deputy Director General of the Department of Primary Industries and Regional Development (Department) has continued to evolve. This group has grown into an efficient mechanism to consolidate diverse regional perspectives, provide strategic feedback and ensure the required outcomes are delivered across regional WA in a common manner.

The integration of the Regional Development Strategic Themes into individual Regional Development Commission's Strategic Plans is well progressed and will result in a common structure and identifiable way of planning across these documents. It is especially gratifying to see the Department has also joined the collaborative process and is adopting the Strategic Themes with enthusiasm.

As is customary, the Trust has ensured the Hon Alannah MacTiernan MLC, Minister for Regional Development (Minister) has been kept informed of its activities.

I would like to thank the Minister for her commitment to the regions and the tireless energy she devotes to the cause of regional development across WA.

Over the last year the Trust said farewell to two members, and I thank Ms Gail Reynolds-Adamson and Mr Ross Love for their contribution.

My thanks also go to the members of the Secretariat who keep the administrative wheels of the Trust, Council and WARDA turning – their efforts are indispensable.

Lastly, I would thank the Commission Chairs and their CEOs, plus the senior executive of the Department for their input and support.



● Chair of the Western Australian Regional Development Trust, Brendan Hammond.

In conclusion, I would note that the enormous changes going on around us, which we are all a part of, mandate a collaborative, flexible, systematic, and disciplined response from the Regional Development Portfolio (Portfolio). We are fortunate to have had the foresight to proactively begin the process of implementing precisely this, and it is critical to ensure that we succeed at it into the future.

Brendan Hammond
CHAIR



It is vital that we continue to plan for and deliver initiatives that **help to grow and diversify** our regional economies.

Overview

ROLE OF THE WESTERN AUSTRALIAN REGIONAL DEVELOPMENT TRUST



The Trust is an **independent statutory advisory body to the Minister**, established under the *Royalties for Regions Act 2009 (Act)*.

The functions of the Trust are to provide advice and make recommendations to the Minister:

- for the purposes of sections 5(2) and 9(1) of the Act; and
- on any other matter relating to the operation of the Fund that is referred to it by the Minister.

In addition to its monitoring and advisory role, the Trust also works to engage and enhance relationships with key regional stakeholders and influencers to promote greater collaboration and innovation in the delivery of regional development in Western Australia.

Royalties for Regions Act 2009

The object of the Act is to promote and facilitate economic, business and social development in regional Western Australia through the operation of the Royalties for Regions Fund (Fund).

Section 5(2) of the Act relates to the allocation of Royalties for Regions funds between subsidiary accounts. The Treasurer, on the recommendation of the Minister, is to determine from time to time the way in which money standing to the credit of the Fund is to be allocated between the subsidiary accounts.

Section 9(1) of the Act relates to the application of the Fund, whereby the Minister, with the concurrence of the Treasurer, may authorise expenditure for the following purposes:

- a) to provide infrastructure and services in regional Western Australia;
- b) to develop and broaden the economic base of regional Western Australia;
- c) to maximise job creation and improve career opportunities in regional Western Australia.

Section 9(2) of the Act relates to expenditure to be charged to the Fund:

- a) expenditure authorised under subsection (1);
- b) expenditure incurred in the administration of the Fund;
- c) expenditure incurred in the administration of the Trust, including any remuneration or allowances payable to its members; and
- d) any other expenditure incurred in the administration of this Act.

The Fund

Pursuant to section 6(2) of the Act, in each financial year the Treasurer is to cause an amount equal to 25 per cent of the mining and onshore petroleum royalties forecast in the annual State Budget to be credited to the Fund. This is credited to the Fund periodically during the financial year and section 8 of the Act requires the Treasurer to ensure that the credit of the Fund at any time does not exceed \$1 billion.

Section 5(1) of the Act relates to the following subsidiary accounts:

- a) the Country Local Government Fund;
- b) the Regional Community Services Fund;
- c) the Regional Infrastructure and Headworks Fund;
- d) any other account determined by the Treasurer, on the recommendation of the Minister, to be a subsidiary account.

TRUST MEMBERSHIP

Under section 13 of the Act, the Trust is to consist of the following members appointed by the Minister:

- the Chairperson of a Commission; and
- at least three but not more than five other people.

During the year the following changes were made to the Trust membership:

- Mr Ross Love resigned from the Trust on 24 March 2021.
- Ms Gail Reynolds-Adamson retired from the Trust on 31 August 2020.

As at 30 June 2021, the membership of the Trust was as follows:



● Twin Creeks Genestreams Songline Sculpture near the Porongurup Range in the Great Southern region.



Brendan Hammond Chair

Appointed as Chair since 1 November 2017 under sections 13(1)(b) and 14 of the Act.

Brendan is a skilled executive and senior leader with over 25 years' experience in senior roles across the energy, water, ports and resources sectors, including as Managing Director of Rio Tinto Argyle Diamonds. He has extensive experience as a board Chair of listed businesses and government trading enterprises, including Horizon Power and the Dampier Port Authority.

Brendan has worked with regional communities, in WA and around the world, to drive economic and social

change. He is the owner of Seymour Associates Pty Ltd, Head of Australia for InterContinental Energy and was appointed as Chair of the Western Green Energy Hub Pty Ltd in April 2021. He is also Chair of the Pilbara Development Commission.

Contributing widely in the not-for-profit sector, Brendan actively imparts his experience and knowledge to next generation leaders, most recently as an Adjunct Professor of Sustainability with the Curtin University of Technology Sustainability Policy Institute. In 2011, Brendan was awarded the Western Australian Citizen of the Year award for his contribution to regional development.



Karlie Mucjanko MAICD

Deputy Chair

Appointed as Deputy Chair since 4 July 2016 under sections 13(1) (b) and 14 of the Act. Trust Member since November 2015.

Karlie is a strategic communications and stakeholder engagement specialist with experience in managing brands and reputations, complex stakeholder relationships and communications. She has 20 years' experience spanning industry advocacy, publishing and research and development.

Karlie joined Australia's largest agribusiness, the CBH Group in 2005 where she subsequently

spent almost a decade as General Manager Grower and External Relations working directly with grain growing producers, their rural communities and CBH's many other stakeholders.

Karlie has established a communications consultancy, is currently on the Board of Directors for Pilbara Ports as well as plant breeding technology company Intergrain Pty Ltd, and is a Director of the Australian Export Grains Innovation Centre (AEGIC). She also served as a Board member of the Guildford Grammar School Foundation until recently, and is a member of the Australian Institute of Company Directors.



Hon Tom Stephens Trust Member

Appointed as a Trust Member since 1 August 2019 under sections 13(1)(b) and 15(1) of the Act.

Tom currently serves as a non-executive Director of a number of WA Boards, drawing on his many years of involvement across regional Western Australia generally and with the Aboriginal community in particular. These include the Dyslexia-SPELD Foundation of WA, Lost and Found Opera, MG Aboriginal Corporation, and the Western Desert Lands Aboriginal Corporation. He is also on the Board of the Pilbara Ports Authority.

Tom served in the WA State Parliament (1982-2014), first as Minister for Works and Regional Development in Dr Carmen Lawrence's Government and then in Dr Geoff Gallop's Government, where he held the portfolios of Housing and Works, Local Government, Heritage and Regional Development.

Since retiring from the State Parliament, Tom has served on a number of Boards and Committees, including as Chair of the Gascoyne Development Commission and on the Board of Good to Great Schools Australia. In addition to his membership of the Trust, Tom is a Member of WA's Geographic Names Committee.

Trust & Fund Performance

ROYALTIES FOR REGIONS FUND SNAPSHOT

In accordance with section 6(2) of the Act, in each financial year the Treasurer is to cause to be credited to the Fund an amount up to 25 per cent of the forecast royalty income for the following financial year. The snapshot below reflects the Fund at the time of the 2020-21 Mid-Year Review Budget

Royalties for Regions Account

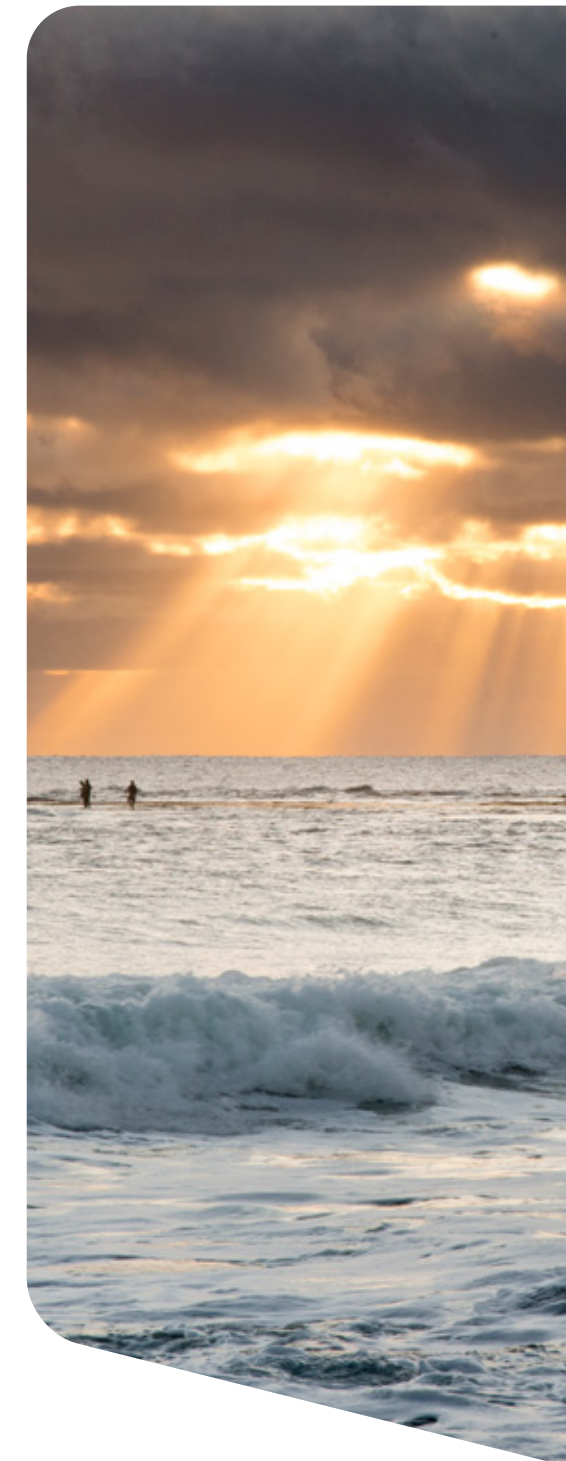
Operation of the Act provides for up to 25 per cent of the forecast royalties to be credited to the Royalties for Regions Special Purpose Account. This is constrained by the Act's stipulation that the Account cannot exceed \$1 billion, as well as a Cabinet-imposed expenditure limit. The 2020-21 Mid-Year Review Budget expenditure figures are as follows:

Table 1: 2020-21 Royalties for Regions Funding by Fund

Regional Community Services Fund	\$834.4 million
Regional Infrastructure and Headworks Fund	\$304.8 million
New Regional and Statewide Initiatives	\$76.1 million
Regional Reform Fund	\$36.4 million
	\$1,251.7 million
Less: Overprogramming provision ^(a)	-\$150.0 million
Total approved expenditure limit	\$1,101.7 million

Source: 2020-21 Approved Royalties for Regions Budget.

^(a) The overprogramming provision recognises there will be individual project underspending by adding a percentage to the Royalties for Regions Budget. It allows the sum of individual project budgets to total more than the overall approved expenditure limit, as historically the full amount is not spent.



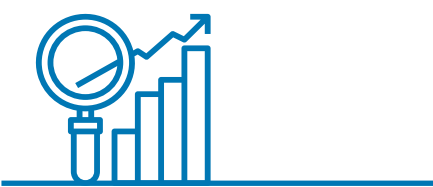
● **ABOVE:** Margaret River in the South West region.
● **PREVIOUS PAGE:** Karratha CBD in the Pilbara region reflects significant investment, including Royalties for Regions funding, over the past decade.
Credit Pilbara Development Commission

The Royalties for Regions 2020-21 Mid-Year Review Budget allocation is shown below in the McGowan Labor Government priority areas.

Diagram 1: Royalties for Regions 2020-21 Mid-Year Review Budget

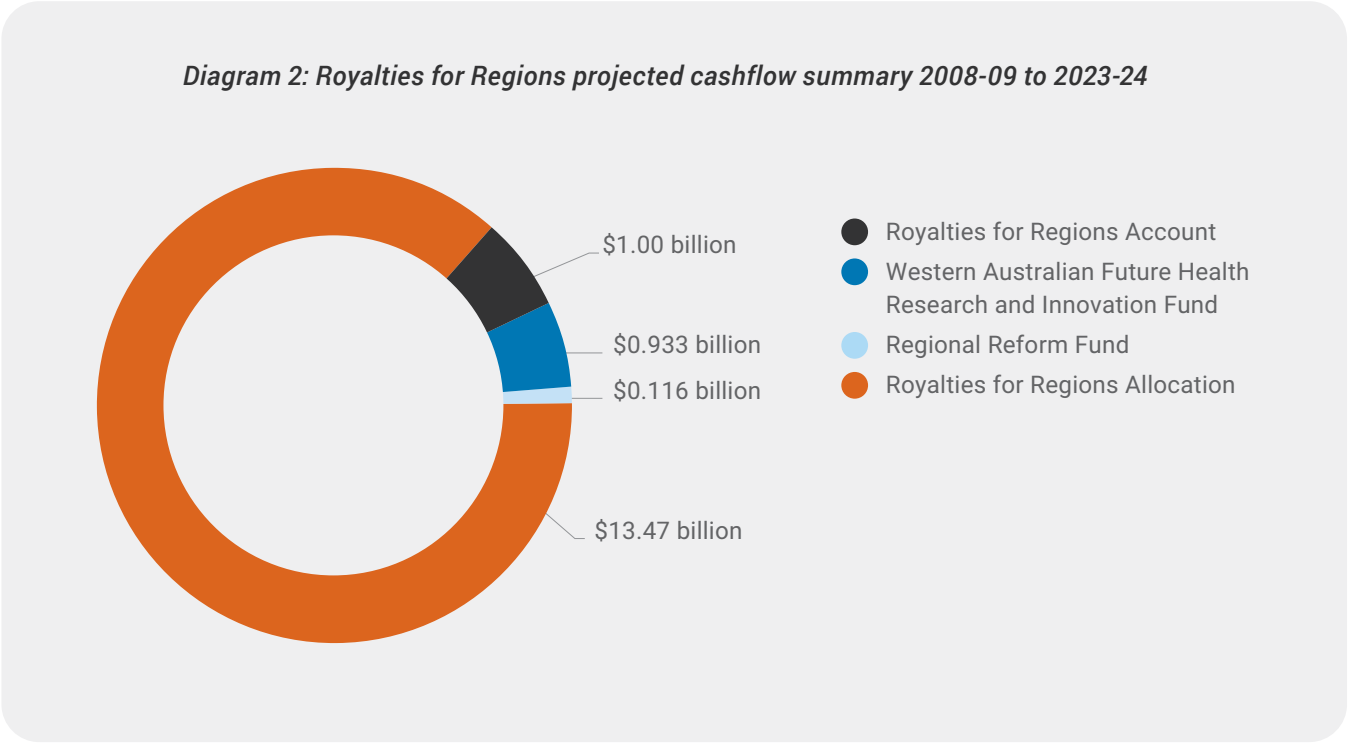


Source: 2020-21 Government Mid-Year Review Budget Projections Statement.



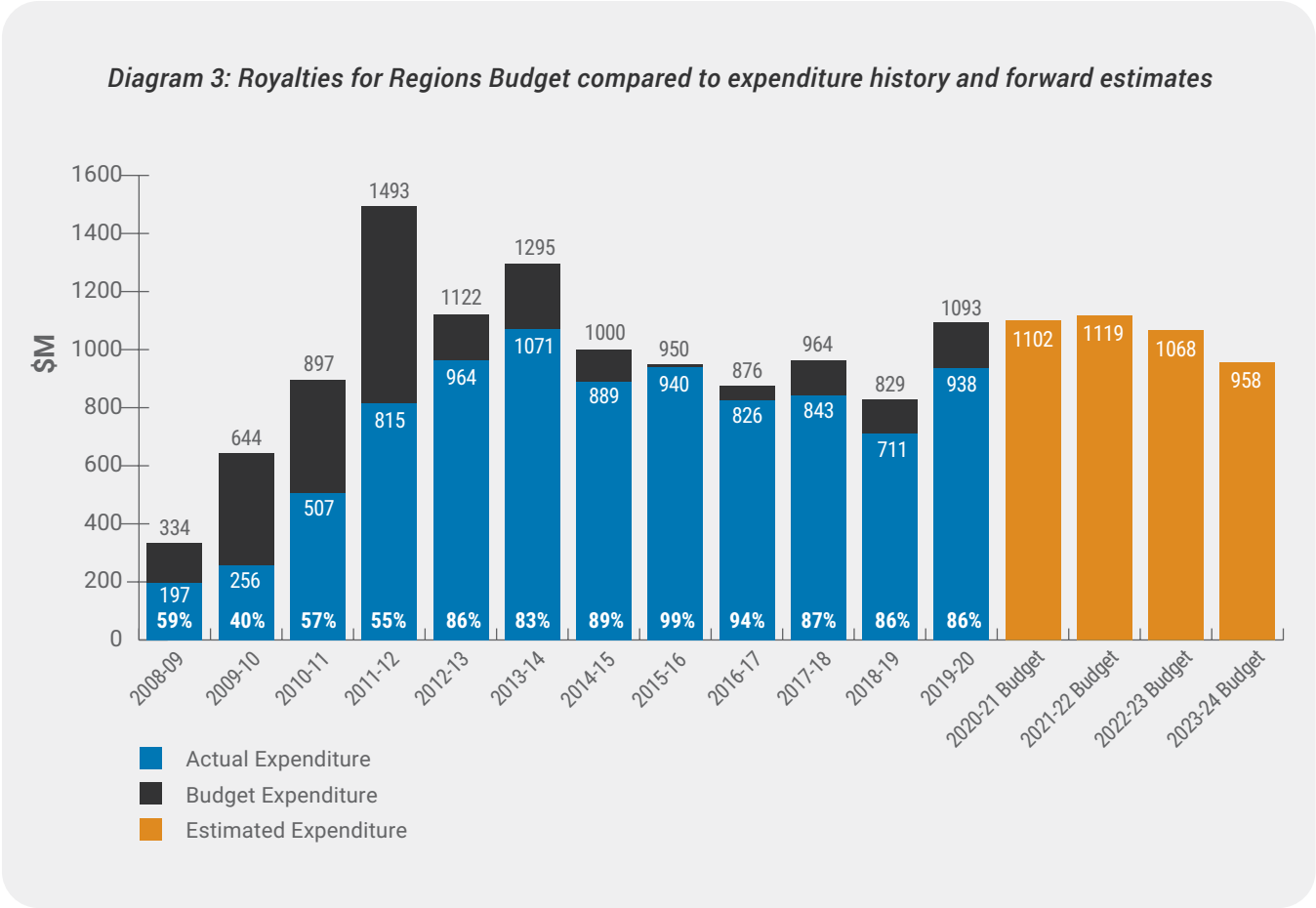
A total of **\$13.47 billion** is forecast to be distributed to regional programs over the life of the Fund to 2023-24, including **\$4.52 billion** over the forward estimates.

Diagram 2 shows a summary of the budgeted cashflow of the Fund from 2008-09 to the 2023-24 financial year as at the 2020-21 Mid-Year Review Budget. This includes \$933 million previously transferred to the Future Fund, which was subsequently repurposed into the WA Future Health Research and Innovation Fund (WAFHRI) and a further \$116 million into the Regional Reform Fund.



Section 7(1)(a) of the Act states that interest shall be credited to the Royalties for Regions Account. Interest credited to the Account for the period 2008-09 to 2023-24 is forecast to be \$0.22 billion.
Source: Department of Primary Industries and Regional Development (WA).

Diagram 3 below, reflects the forecast of the Royalties for Regions allocations and expenditure in 2020-21 and the forward estimates at the time of the 2020-21 Mid-Year Review Budget. It should be noted that the Royalties for Regions allocations forecast will be revised in line with the 2021-22 State Budget, which includes revised royalties forecasts from the Department of Treasury and expenditure forecasts.



Source: Department of Primary Industries and Regional Development (WA).
* Does not include interest.

● **OPPOSITE PAGE:** Minister Alannah MacTiernan, the Premier Mark McGowan, Rod O'Bree (tierra Australia) and Geraldton MLA Lara Dalton at the launch of the State NRM Grants in Chapman Valley in the Mid West region.

Allocation of Funds over Forward Estimates

The allocation of money from the Fund to the investment priorities of the Government over the projected forward estimates period is shown in Table 2 below. It should be noted that the following table reflects the forward estimates at the time of the 2020-21 Mid-Year Review Budget and may change as a consequence of the 2021-22 State Budget.

Table 2: 2020-21 Allocation of Funds over Forward Estimates

	2020-21 (\$M)	2021-22 (\$M)	2022-23 (\$M)	2023-24 (\$M)	4 Year Projection (\$M)
Investing in Jobs	193	179	98	70	540
Putting Patients First	176	172	175	137	660
Investing in Our Children's Education	104	159	151	146	560
Investing in Our Communities	521	510	476	484	1,991
Investing in Our Roads and Ports	99	76	52	11	238
Investing in Our Environment	53	47	27	26	153
Administration and Administered Items	106	101	90	84	381
Total ^(a)	1,252	1,244	1,069	958	4,523
Less: Overprogramming percentage	-150	-125			-275
Expenditure Limit ^(a)	1,102	1,119	1,069	958	4,248
Special Purpose Accounts		16			16
Total - Royalties for Regions Fund ^(a)	1,102	1,135	1,069	958	4,264

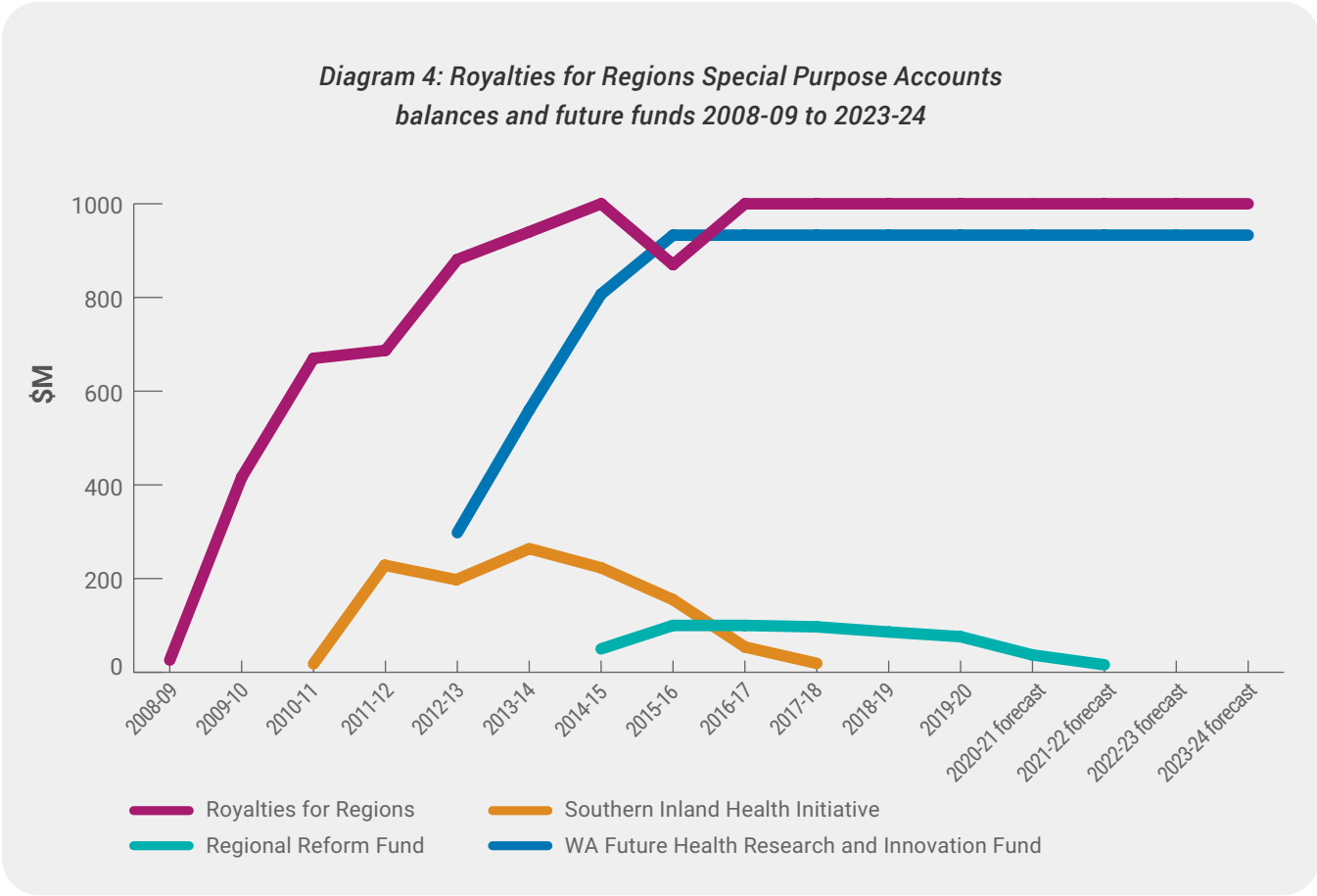
Source: 2020-21 Mid-Year Review Budget.
(a) Figures may not sum due to rounding.



Special Purpose Accounts

There are three Royalties for Regions Special Purpose Accounts (SPAs) – the Royalties for Regions Fund; the Southern Inland Health Initiative; and the Regional Reform Fund. In addition, Royalties for Regions funds were also held in a SPA for the Western Australian Future Fund, established under the *Western Australian Future Fund Act 2012*. This Act has since been superseded by the *Western Australia Future Fund Amendment Act 2020*, which repurposed the WA Future Fund SPA into the WA Future Health Research and Innovation Fund (WAFHRI).

Diagram 4 below shows the balances of the various Special Purpose Accounts that have been credited with funds from Royalties for Regions at the time of the 2020-21 Mid-Year Review Budget.



Source: Department of Primary Industries and Regional Development (WA).

TRUST ENGAGEMENT

As with many aspects of life and work, the COVID-19 pandemic has had an impact upon the Trust’s ability to travel in the regions and engage with our diverse range of stakeholders over the course of the year. Notwithstanding this, the Trust’s engagement efforts during 2020-21 have focused on increasing awareness and understanding of the challenges and opportunities for economic diversification in Western Australia and the need for well-targeted regional development initiatives. This has included engagement with key State economic development agencies, industry representatives and community stakeholders.

The Trust has worked closely with the Council, the Commissions, the Department and WARDA to promote and support the adoption of the Regional Development Strategic Themes by the Portfolio, as a way of aligning and focusing the collective effort of the Commissions and the Department. The Strategic Themes provide a common framework for the entities within the Portfolio to work collaboratively on agreed areas of priority or importance. The Trust is pleased that significant progress has been made, through work being led by the Council, to ensure the Themes are now embedded in the strategic and business planning activities of the Portfolio.



The Trust’s engagement efforts during 2020-21 have **focused on increasing awareness and understanding of the challenges and opportunities for economic diversification in Western Australia.**

● Trust Chair Brendan Hammond and Pilbara Development Commission Board Members admiring the work of Martumili Artists at the East Pilbara Art Centre.



Regional Development Strategic Themes

Table 3: Regional Development Strategic Themes

Theme 1:	Grow* existing, and find and develop new, non-renewable-resource and related industries
Theme 2:	Grow* existing, and find and develop new, alternative industries
Theme 3:	Normalise regional living standards
Theme 4:	Increase the economic participation of Aboriginal people
Theme 5:	Organisational excellence

* Grow in this context means:

- Extend temporally
- Expand spatially
- Go downstream and/or
- Leverage economically

Measuring WA’s economic diversity

Throughout the year, the Trust has engaged with stakeholders on a key measure of the future well-being of the State’s economy. By measuring economic complexity, it is possible to track our progress towards our desired future state, namely a diversified State economy that is no

longer dependent on non-renewable resource extraction. Analysis undertaken by the Center for International Development on the mix and size of our export basket and the sectors in which people work shows that Western Australia specialises in a small number of industries and has experienced limited diversification.

The State has benefited from a strong mining sector in the form of wages growth and improved standards of living. But this has also exposed Western Australia to commodity price-driven boom and bust cycles. This rapid growth has put pressure on Government spending, house prices and the labour market.

The research also identified features of WA’s productive structure that may constrain the emergence of a more diversified, resilient and inclusive economy. The ongoing COVID-19 pandemic not only demonstrates the urgent need for a more diversified and complex economy, it also provides an opportunity for policy innovations developed in response to the current crisis that will support such an outcome. The Trust considers regional development to be the sustainable economic development of regional Western Australia co-operatively with that of the metropolitan area.

Through forward-thinking, use of its natural resource wealth and continued policy innovation, WA’s economy can diversify to develop supplementary engines of growth that can expand concurrently with mining during commodity booms and absorb the negative impacts of global downturns in commodity demand. Western Australia can position itself on the innovation frontier of the global economy. The Trust is committed to regional communities that are strong, innovative and productive. We have a responsibility to enhance the social and economic well-being of people in regional WA.

It is important that we support, build and leverage the skills and capabilities, required to deliver the outcomes that will benefit all Western Australians for generations to come. For this reason, the Trust has sought to share the findings of this research, so we can begin the conversation about what we must all do to support a more diversified economy, particularly in the regions. In 2021-22 the Trust will be working with the Portfolio and central Government agencies to explore opportunities and address constraints for economic growth and diversification in regional WA.

● **PREVIOUS PAGE:** Cockburn Range and boab tree located on El Questro Station, west of Kununurra in the Kimberley region. Credit Tourism Western Australia

● **BELOW:** Minister MacTiernan with new Goldfields residents relocated through the Goldfields Migrant Employment Project. Credit Jarrad Seng



STRATEGIC PRIORITIES 2020-21



Economic stimulus should **look beyond the pandemic** and target investment in areas that will **promote future economic growth and diversification**.



● Capecare Dunsborough, an independent living and residential care facility under construction in the South West region.

Throughout 2020-21, the Trust has maintained a focus on the effective operation of the entities within the Portfolio. Considerable work has been undertaken to establish a consistent approach to planning across the Portfolio that aligns to the Regional Development Strategic Themes. It is expected that this will support more effective engagement with central Government agencies and other key stakeholders and deliver better outcomes for regional Western Australia.

Central to this work has been the development of a sound evidence base to support informed decision-making in consultation with our key stakeholders to plan for a strong, diverse, and inclusive economy.

In that regard, over the past twelve-months, the Trust has directed its attention to the following priorities:

Building capability within the Portfolio

There are a number of core competencies that must be in place for regional development to be undertaken well. The Trust has championed systems and behaviours that drive continuous improvement with regard to collaboration and coordination in the Portfolio. This includes the development and maintenance of internal capabilities, particularly in terms of leadership and a strong understanding of economic diversification.

The need for economic diversification and resilience

Over the year, the Trust's engagement and internal efforts have acknowledged the risks arising from our existing low levels of economic diversification. While the benefits of a resilient economy are well understood, COVID-19 has nonetheless amplified the need for robust supply chains, local production of some goods and the ability to source critical inputs. While the State Government response to the pandemic has been decisive and is to be commended, the future remains uncertain in terms of both the global economy and the pandemic itself.

A deep and diverse export sector will support resilience and help protect the State further from future shocks. With this in mind, recovery planning and related economic stimulus should look beyond the pandemic and target investment in areas that will promote future economic growth and diversification.

Progressing the economic complexity agenda

The Trust previously reported on the work it has undertaken in collaboration with the Center for International Development and key State economic development agencies to better understand and address the barriers, constraints and opportunities for economic growth and diversification in Western Australia.

The key findings of this work were released during the year, as part of a suite of publications that can be viewed at <https://growthlab.cid.harvard.edu/applied-research/western-australia>.

An important outcome of this research is the ability to measure, in a repeatable way, the scale of the challenge facing the State's economy. We understand that the Western Australian economy currently lacks the diverse, complex, and high value exports necessary to transition from our reliance on non-renewable resources. A more diverse range of exportable goods and services is essential to sustaining living standards over the next 50 years. While our current economic conditions are the envy of many, new engines of growth will be required over future years. From the Trust's perspective, we now have a metric that can track the progress of our regional development activities aimed at developing a more sustainable economy in the future.

In addition, the research identified a number of high-potential economic diversification opportunities that can leverage the State's existing capabilities with respect to skills and knowhow.

These opportunities can be viewed in the following strategic groupings: Primary and Related Industries; Intermediate Inputs and Materials Manufacturing; Technology and Advanced Manufacturing; Tourism; and Professional Services. There is further work to be done to evaluate how viable each diversification opportunity is for our regions and to assess how they fit with each region's current base of productive knowhow.

We now have a better understanding of the structural challenges that have hampered sustained and inclusive growth in Western Australia. Responding to barriers to growth will require new ways of thinking and new ways of working. We will need to respond to the increasing demand for labour and skills in a timely and efficient manner. There would also be significant benefit from saving some of the wealth received during boom-times and spending more during slowdowns to counteract volatility.

A strategic approach to infrastructure planning and delivery is essential to enabling the establishment of new industry sectors. In this regard, the Trust welcomes the recent release of the draft State Infrastructure Strategy

and ongoing engagement by Infrastructure WA with the Trust and the Portfolio more broadly.

The Trust will continue to work across Government to identify ways in which the findings of the research, undertaken with the Center for International Development can be implemented. This is essential to developing resilience and positioning the economy for sustainable growth over the long-term.

Royalties for Regions Fund governance and regional issues

The Trust has maintained its oversight of the governance arrangements that are in place for the administration of the Royalties for Regions Fund by the Department. This includes briefings on major regional initiatives and evaluations of projects funded through the Royalties for Regions program.

The Trust also completed a review of its governance framework and related policies during 2020-21, to ensure compliance with statutory requirements and contemporary best practice in governance arrangements for Boards and Committees.



Governance

FREEDOM OF INFORMATION

The Trust received no Freedom of Information applications in 2020-21 under the *Freedom of Information Act 1992*.

TRUST INTERNAL GOVERNANCE

Trust Finances

Operating budget

Pursuant to section 9(2)(c) and section 27 of the Act, the Department provides the Trust with an operating budget to cover the expenditure incurred in the administration of the Trust. These funds are managed by the Department and are reported in the Financial Statements section of the Department’s 2020-21 Annual Report.

The operating budget for the Trust for 2020-21 was \$225,300 and actual expenditure was \$184,224.

Travel

The total travel expenditure for 2020-21 was \$1,441.23.

Trust Member remuneration

As per section 20 of the Act and the Public Sector Commissioner’s determination, Trust members are entitled to remuneration and travel allowances. The remuneration for Trust members is as follows:

Chair: \$97,175 per annum
Deputy Chair: \$42,260 per annum
Members: \$12,500 per annum

Position	Name	Type of remuneration	Period of payment	Gross remuneration*
Chair	Brendan Hammond	Board member fee	1/07/20 - 24/06/21	\$97,856.00
Deputy Chair	Karlie Mucjanko	Board member fee	1/07/20 - 24/06/21	\$42,124.94
Board Member	Tom Stephens	Board member fee	1/07/20 - 24/06/21	\$12,459.98
Board Member	Ross Love	Board member fee	1/07/20 - 24/03/21	\$9,584.60
Board Member	Gail Reynolds-Adamson	Board member fee	1/07/20 - 31/08/20	\$2,396.15

* Note this includes any payment for travel allowances.

The total remuneration paid to Trust Members for the year 2020-21 was \$164,421.67 (exclusive of superannuation).

● **PREVIOUS PAGE:** Winyalkan Island, near Kalumburu in the Kimberley region. Credit Tourism Western Australia.

TRUST GOVERNANCE FRAMEWORK

Provision of services and facilities to the Trust

Pursuant to section 27 of the Act, the Department provided the Trust with services and facilities necessary for the Trust to perform its function, including executive support services via a Secretariat. Policy and advice services are also provided to the Trust as required.

In accordance with sections 9(2)(c) and section 27 of the Act, the Department provides the Trust with the funds for the expenditure incurred in the administration of the Trust, including remuneration and allowances to Trust Members. Pursuant to section 10 of the Act, information about the operation of the Fund is included in the Department’s Annual Report.

Trust meetings

Under section 21(2) of the Act, meetings are to be held at times and places determined by the Trust. The Trust formally meets approximately every two months and on other occasions as required. The Trust held five ordinary meetings in 2020-21:

- **Meeting 59**
12 August 2020, Perth
- **Meeting 60**
14 October 2020, Perth
- **Meeting 61**
9 December 2020, Perth
- **Meeting 62**
21 April 2021, Perth
- **Meeting 63**
16 June 2021, Perth

Attendance

The record of attendance of Trust Members for the Trust Meetings in 2020-21 is shown below. Trust Members are to attend formal Trust meetings and have any leave of absence approved by the Chair.

Brendan Hammond

Attendance at four Trust meetings.

Karlie Mucjanko

Attendance at five Trust meetings.

Tom Stephens

Attendance at five Trust meetings.

Ross Love

Attendance at three Trust meetings.*

Gail Reynolds-Adamson

Attendance at nil Trust meetings.^

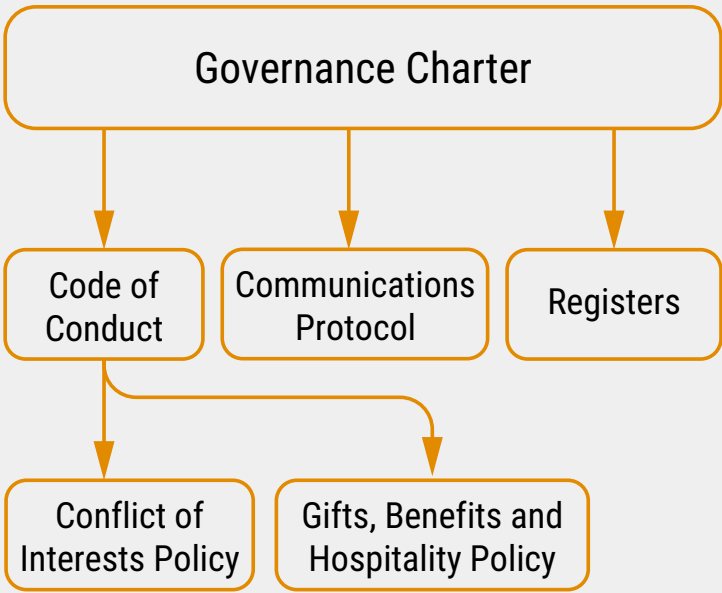
* Period of membership for Ross Love was 1 July 2020 – 24 March 2021.
^ Period of membership for Gail Reynolds-Adamson was 1 July 2020 – 31 August 2020.

Trust governance framework

The Trust is committed to upholding high standards of integrity. The Trust governance framework provides the structure and expectations for the operations of the Trust. The suite of documents outlines the role and responsibilities of the Trust, including Member’s obligations and guidance about ethical conduct and highlights public duties and legal responsibilities.

The framework and documents were reviewed during the 2020-21 financial year to ensure compliance with statutory requirements and alignment with contemporary best practice governance arrangements for Boards and Committees.

Diagram 5: Governance Framework



● Canola paddocks near Bluff Knoll in the Great Southern region.

GLOSSARY

Act	<i>Royalties for Regions Act 2009</i>
Center for International Development	Center for International Development at Harvard University
CEO	Chief Executive Officer
Commissions	Regional Development Commissions
Council	Regional Development Council Comprises the Chairs of the nine Regional Development Commissions and the Director General of the Department of Primary Industries and Regional Development
Department	Department of Primary Industries and Regional Development
Fund	Royalties for Regions Fund
Minister	Minister for Regional Development
Portfolio	Regional Development Portfolio Comprises the Western Australian Regional Development Trust; the Regional Development Council; the Department of Primary Industries and Regional Development and the Western Australian Regional Development Alliance
PSC	Public Sector Commission
SPA	Special Purpose Account
State NRM Grants	State Natural Resource Management Grants
Strategic Themes	Regional Development Strategic Themes
Trust	Western Australian Regional Development Trust
WA	Western Australia
WAFHRI	WA Future Health Research and Innovation Fund
WARDA	Western Australian Regional Development Alliance Comprises the CEOs of the nine Regional Development Commissions and the Deputy Director General of the Department of Primary Industries and Regional Development

● **OPPOSITE PAGE:** Chittering Stars in the Wheatbelt region.
Credit Chittering Stargazers Club





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