

A prosperous region
with a high quality of
life, strong economy &
vibrant communities

South West Development Commission

Annual Report 2026

Connection | Integrity | Empathy



www.swdc.wa.gov.au

Welcome to the South West Development Commission and our Annual Report

We thank you for taking the time to read our 2025-26 Annual Report which is submitted to WA Parliament under the Financial Management Act 2006.

In this report you will read about what the SWDC delivered, alongside our audited financial statements and key performance indicators for the financial year ending 30 June 2026.

This year we are taking a step forward with our reporting, focussing on impact and outcomes and not just activities.

We described Success Measures in the SWDC Strategic Plan 2025-28 and implemented regular Board Dashboard Reporting through 2025-26 to help document progress throughout the year.

Format and accessibility

To reduce printing costs and environmental impact, this report is only available in online downloadable format and is published as a PDF. Please contact us if you would like a printed version.

Feedback and questions

Please call SWDC Reception on (+61 8) 9792 2000 or email info@swdc.wa.gov.au if you have any feedback or questions on this report.



We look forward
to sharing stories
of progress and
growth across
the South West
to highlight the
transformation
happening across
the region.

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Acknowledgement of Traditional Owners and Country

**“Ngalak kadij kalyakoorl kaaradj boodjar-ak
Kongal-Marawarwer kadij baalap boodjar,
kep wer kadadjiny-ak kalyakoorl yoodaniny.**

**Ngalak Birdiya-k koora wer yeyi ngalang
koota-djinong yanginy.”**

We acknowledge the traditional custodians of country throughout the South West and recognise their continuing connection to land, waters and culture.

We pay our respects to Elders past, present and emerging.

The South West Native Title Settlement formally commenced on 25 February 2021 and is the most comprehensive native title agreement in Australian history.

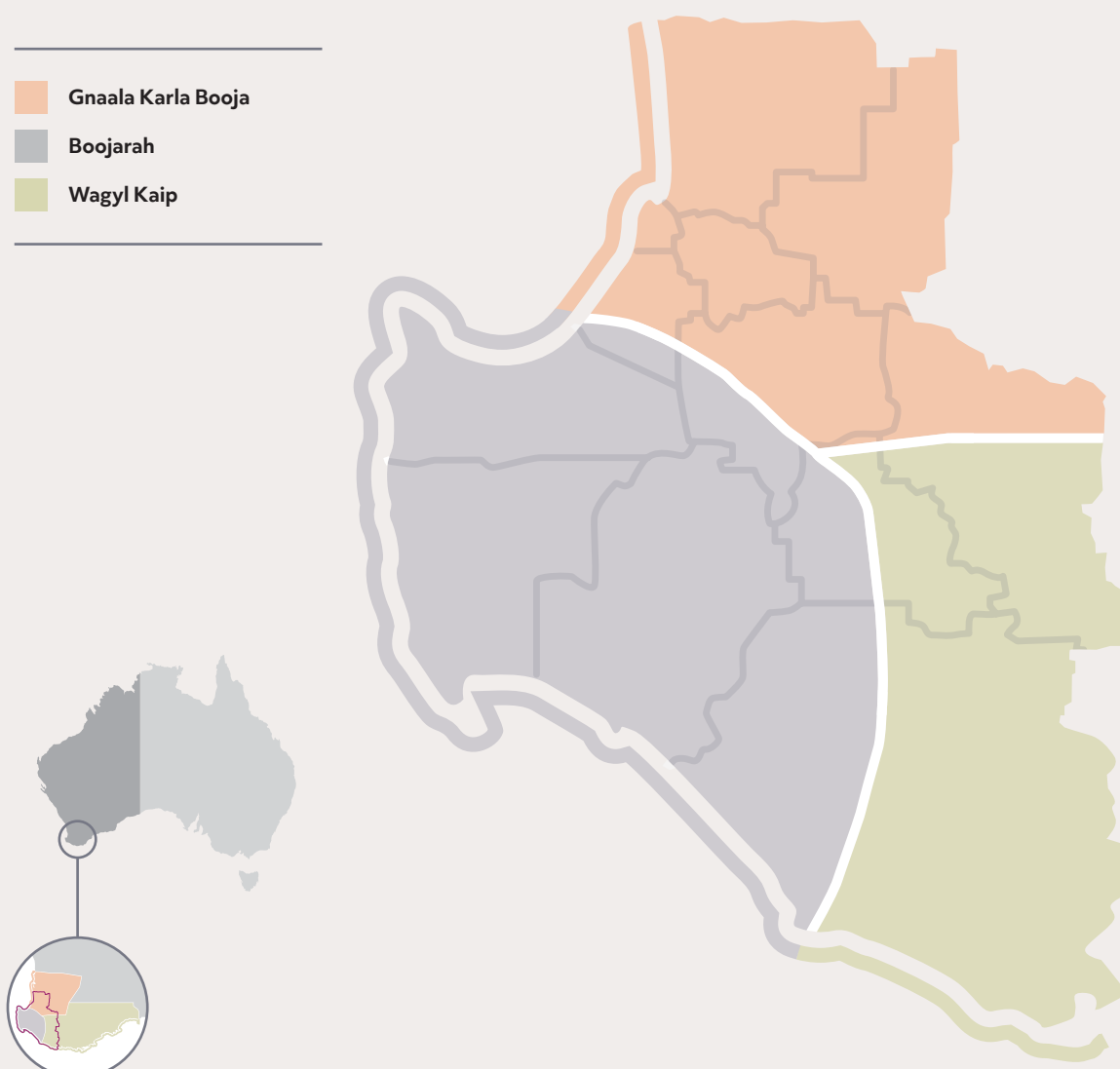
The Settlement recognises the Noongar peoples as the Traditional Owners of the South West region through Indigenous Land Use Agreements (ILUA) that endorsed Gnaala Karla Booja, Karri Karrak and Wagyl Kaip as Noongar Regional Corporations.

On 6 December 2022 this was formalised and the South West Development Commission has welcomed the opportunity to work alongside these regional corporations to benefit, advance, and promote Aboriginal rights and interests.

Noongar Agreement Group	Noongar Regional Corporation	People
Gnaala Karla Booja ILUA	Gnaala Karla Booja Aboriginal Corporation	Pindjarup Wilman
South West Boojarah ILUA	Karri Karrak Aboriginal Corporation	Wadandi Pibelman/Bibbulman
Wagyl Kaip and Southern Noongar ILUA	Wagyl Kaip Southern Noongar Aboriginal Corporation	Kaneang/Kaniyang Koren/Koreng Minang Wudjar

Reference: Table above sourced from Department of the Premier and Cabinet

NOONGAR REGIONAL CORPORATION BOUNDARIES



Statement of Compliance

For the year ended 30 June 2026



Hon. Stephen Dawson MLC

Minister for Regional Development;
Ports; Science and Innovation;
Medical Research; Kimberley



Hon. Don Punch MLA

Minister for Aboriginal Affairs;
Racing and Gaming; South West

In accordance with the *Financial Management Act 2006*, we hereby submit for your information and presentation to Parliament, the annual report of the South West Development Commission (SWDC), for the financial year ended 30 June 2026.

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

In the performance of its functions, the SWDC complies with all relevant laws and key legislation impacting on its operations including but not limited to:

- *Regional Development Commissions Act 1993*
- *Auditor General Act 2006*
- *Disability Services Act 1993*
- *Equal Opportunity Act 1984*
- *Financial Management Act 2006*
- *Freedom of Information Act 1992*
- *Industrial Relations Act 1979*
- *Minimum Conditions of Employment Act 1993*
- *Public Sector Management Act 1994*
- *Salaries and Allowances Act 1975*
- *State Records Act 2000*
- *Procurement Act 2020*
- *Work Health and Safety Act 2020*
- *Royalties for Regions Act 2009*
- *Public Interest Disclosure Act 2003.*

At the date of signing, we are not aware of any circumstances which would render the particulars in this statement misleading or inaccurate.

A handwritten signature in black ink, appearing to read 'Danny Griffin'.

Danny Griffin
Chair

31 August 2026

A handwritten signature in black ink, appearing to read 'Cate Brooks'.

Cate Brooks
Chief Executive Officer

31 August 2026





Chair Message

Positioning the South West for its Next Chapter

The South West is entering its next chapter from a position of strength. With a Gross Regional Product approaching \$20 billion, the region continues to demonstrate the **resilience, diversity and economic momentum** that underpin one of Western Australia's strongest regional economies.

While agriculture, manufacturing, tourism and natural resources remain central to our success, new opportunities are emerging in advanced manufacturing, clean energy and defence industries. At the same time, our communities are navigating growth, housing pressures and workforce challenges. Throughout 2025–26, the region demonstrated resilience and ambition. Important progress was made on transformational initiatives including Transforming Bunbury's Waterfront, Collier's economic diversification and the development of future-focused industries.

Against this backdrop, the South West Development Commission undertook an important period of renewal. Through its governance and stewardship of the organisation, the Board oversaw the development of a new Strategic Plan and organisational structure to strengthen the Commission's role as a strategic partner in regional development and position it to respond to the opportunities and challenges ahead.

A handwritten signature in black ink, appearing to read 'Danny Griffin'.

Danny Griffin Chair | South West Development Commission Board

I thank all Board members for their guidance and commitment throughout the year. As we commence a new financial year, we acknowledge those members who have concluded their terms of office and welcome our new Board members, whose experience and perspectives will help strengthen our connection with communities across the South West.

The South West's appeal extends beyond infrastructure and industry strengths. It is a region where economic opportunity and quality of life go hand in hand. Over the next decade, we have the opportunity not only to grow our economy, but to further establish the South West as a destination of choice for investment, innovation and growth, where people choose to build careers, raise families, invest and thrive. As the State's lead regional development agency in the South West, the Commission has an important role to play in bringing together government, industry and communities to realise this vision and ensure the benefits of growth are shared across the region.

The South West is well positioned for the future, and I am confident that by continuing to work together, we can create lasting economic and social benefits for our communities.



CEO's Message

Building a Commission Ready for the Future

2025–26 was a year of transformation for the South West Development Commission.

To ensure we remain well-positioned to support the region through change and growth, the Commission implemented a new Strategic Plan and reset our organisational structure to be centred on four key areas: focused strategy, embracing diversity, inspiring innovation, and encouraging connections.

During the year, we strengthened our strategic capability, expanded our regional presence, sharpened our focus on Aboriginal prosperity and inclusion, deepened engagement across government, industry and community, and completed extensive evaluations of our grants programs.

Alongside these organisational changes, we delivered outcomes across a broad range of regional priorities, including economic diversification, investment attraction, development of our visitor economy, export growth, and local industry capability.

We welcomed the announcement of Greater Bunbury as one of the State's Seven Cities, identified for its strategic significance in supporting the State's future economic growth. We also saw major milestones for a number of key projects in the region, with the commencement of works at the AMTECH (advanced manufacturing and technology hub) site in Picton, and the completion of the Casuarina breakwater as part of the Transforming Bunbury's Waterfront development. We have also positioned our team to respond to emerging opportunities in manufacturing and defence.

I am proud of the way our team has exemplified our values of **connection, integrity, and empathy** throughout this period of renewal. The team has embraced change with professionalism, optimism, and a shared commitment to delivering outcomes for the South West.

Thank you to our Chair and Board, Ministers, partners, and stakeholders for your support throughout the year.

A stylized handwritten signature in black ink, appearing to read 'CMB' followed by a flourish.

Cate Brooks Chief Executive Officer | South West Development Commission

1. About the Region | 1.1 Region at a Glance

\$18.65b
**GROSS REGIONAL
PRODUCT**
(REMPAN 2025R2)

206,297
POPULATION
(REMPAN 2025R2)

5324
**ABORIGINAL OR
TORRES STRAIT
ISLANDER PEOPLE**
(ABS Census, 2021)

\$42.99b
OUTPUT
(REMPAN 2025R2)

89,271
JOBS
(REMPAN 2025R2)

8.6m
VISITOR NIGHTS
(TourismWA, 2025)

\$18.71b
EXPORTS
(REMPAN 2025R2)

17,607
BUSINESSES
(ABS, December 2025)

3.3%
**UNEMPLOYMENT
RATE**
(Jobs & Skills Aust. - Small
Area Labour Market Est.
- SW WA Employment
Region, Jun 2026)

According to Australian Census data the population of Aboriginal or Torres Strait Islander people in the South West region has increased from 3,448 people representing 2.2% of the population in 2011 to 5,324 people representing 2.8% of the population in 2021.

Top 10 sectors as a proportion of regional export

40.2% Manufacturing	3.5% Accommodation & Food Services
30.5% Mining	1.2% Education & Training
9.9% Construction	0.9% Other Services
5.5% Agriculture, Forestry & Fishing	0.8% Retail Trade
4.0% Electricity, Gas, Water & Waste Services	0.8% Transport, Postal & Warehousing

Top 10 sectors as a proportion of total jobs

15.7% Health Care & Social Assistance	8.7% Manufacturing
11.0% Construction	6.1% Agriculture, Forestry & Fishing
10.2% Retail Trade	4.6% Public Administration & Safety
9.4% Accommodation & Food Services	4.2% Mining
8.8% Education & Training	4.0% Other Services

Main Types of Growth

● Export and value-add driven
 ● Service and knowledge driven
 ● Population demand
 SOURCE: REMPLAN Data, REMPLAN 2025R2

1.2 Strategic Context

A diverse region in transition

The South West is the most populous and economically diverse non-metropolitan region in Western Australia and, as the next major industrial growth zone for the State, has attracted significant public and private investment.

The South West region is transitioning from a resource and agriculture-based economy to one increasingly focussed on advanced manufacturing, clean energy, defence capability, and innovation-led growth.

Recent major public and private investment in the South West

\$1.60b	\$1.46b	\$1.00b
Synergy Collie Battery (private/state utility)	Wilman Wadandi Highway (Bunbury Outer Ring Road)	Neoen battery investment in WA (Collie anchor)
\$692m	\$472m	\$89m
Collie Just Transition total investment	Bunbury Regional Hospital redevelopment	Transforming Bunbury's Waterfront completion (2026-27 Budget)
\$68m	\$55m	\$45m
Kemerton SIA electricity, land and water (2026-27 Budget)	AMTECH enabling works, Picton (Strategic Industries Fund)	Australind train services doubling (2026-27 Budget)

To support this transition, Bunbury has been named one of the State's **Seven Cities**, supporting growth of our regional centres and the WA Government's long-term economic vision to Diversify WA and support local manufacturing through Made in WA.

Collie is a proof point of the investment in economic transition with over \$692m allocated to **Collie's Just Transition**, aimed at securing job-creating projects and supporting enabling infrastructure for Collie's industrial areas.

Synergy's Collie battery is Australia's largest operational battery storage system, representing more than \$1.6b in investment. Neoen's neighbouring Collie battery was Australia's first battery to exceed 2 GWh and anchors more than \$1b of private investment in WA.

Together these battery projects charge and discharge a substantial share of the average energy demand on the South West Interconnected System (SWIS), positioning Collie at the centre of WA's energy transition.

The State's **\$1.4b Clean Energy Fund**, announced in April 2026, provides opportunities to support large-scale infrastructure and renewable energy integration across the SWIS, supporting WA's transition to renewables and to decarbonize local industries.

Global industry advancements mean that WA is well positioned to take advantage of opportunities in future technologies and industries.

The United States-Australia Framework for Securing of Supply in the Mining and Processing of Critical Minerals and Rare Earths signed in October 2025, saw a commitment of more than \$5b delivered to Australian projects under the framework.

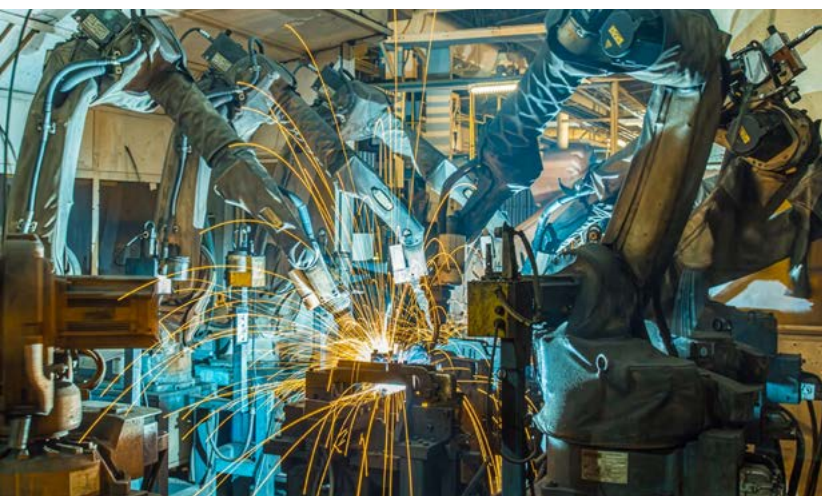
Opportunities in the South West:

- **Greenbushes is the world's largest hard-rock lithium mine.** With around 95 per cent of Australia's spodumene currently exported to China, the framework's supply chain diversification agenda goes directly to the value of the region's lithium extraction.
- **Downstream processing:** the framework covers the full chain from mining to refining and processing. The Kemerton Strategic Industrial Area near Bunbury remains the state's designated location for that capacity, backed by State investment of \$68.3m in the 2026-27 Budget for electricity infrastructure, land acquisition and water supply studies.

At the same time, national and State defence priorities are beginning to shape the economic landscape. The release of the **WA Defence and Defence Industry Strategy** and associated initiatives such as the **Western Defence Forge** reflect a strong policy direction to expand Western Australia's role in defence manufacturing and supply chains.

Key takeaway:

The SWDC works within this context to build on the opportunities for the region, advocating for government investment and industry engagement, particularly in advanced manufacturing and industries supporting defence, mining and energy.



2. Our Organisation

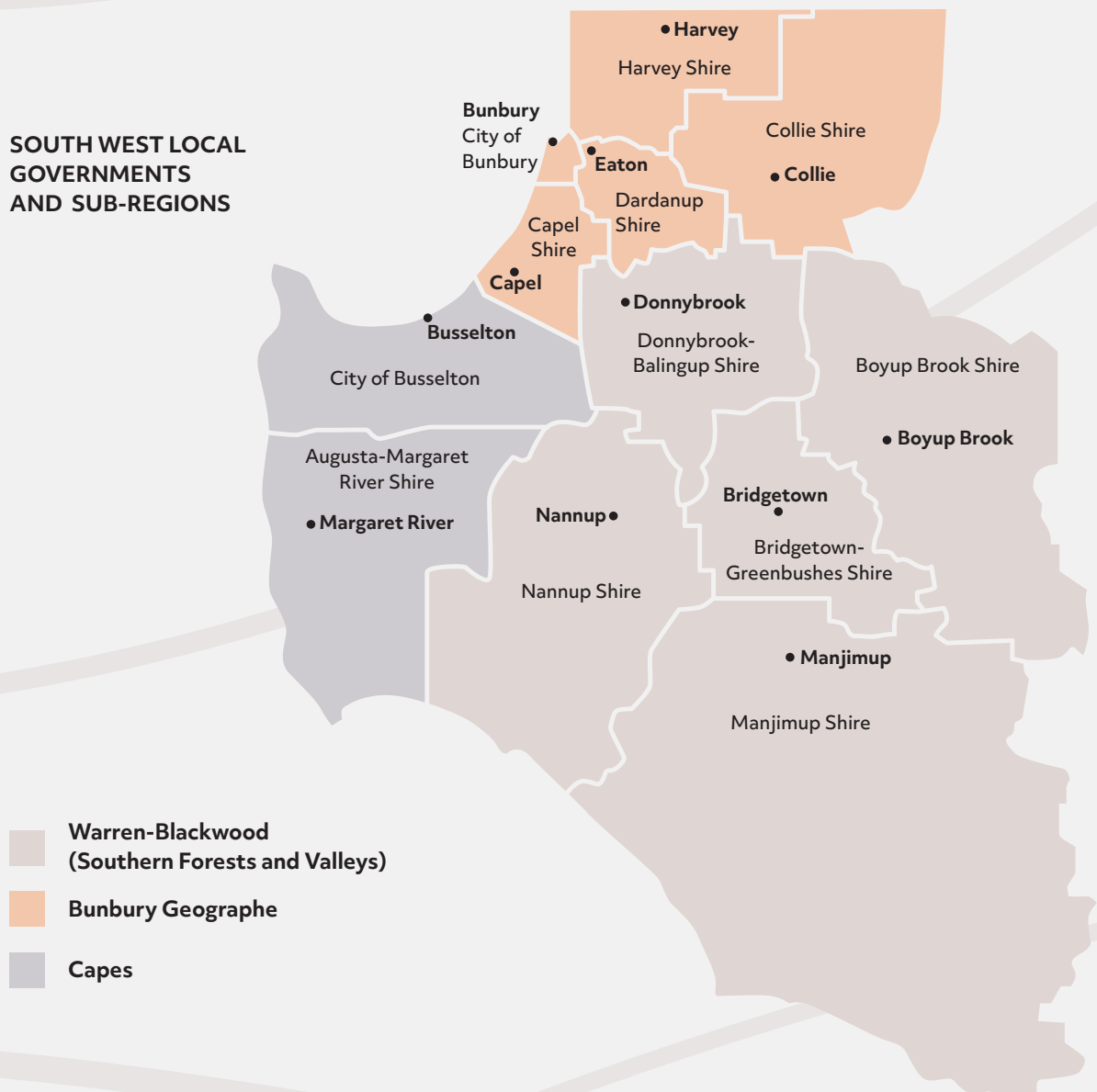
The South West Development Commission (SWDC) is a statutory authority of the Government of Western Australia, established under the Regional Development Commissions Act 1993.

Working across government, industry and the community, the Commission supports sustainable economic growth, investment and job creation, while contributing to the long-term liveability and prosperity of the region.

Its functions include identifying regional priorities, supporting industry development, coordinating major projects and delivering programs that strengthen regional capability and resilience.

The SWDC works across the 12 local government areas, and three unique sub-regions, of the South West.

SOUTH WEST LOCAL GOVERNMENTS AND SUB-REGIONS



2.1 Regional Development Portfolio

The SWDC works collaboratively with its partners to ensure that we deliver on the Western Australian Regional Development Portfolio objectives. The Regional Development Commissions are provided with strategic direction through the WA Regional Development Framework.

This Framework clearly articulates the shared priorities across the Regional Development Portfolio.



Image: Bunbury Port, Bunbury

2.2 Our Focus



Image: Throssell Street, Collie Town Centre

Our vision

A prosperous region with a high quality of life, strong economy and vibrant communities

Our purpose

To make a positive difference in driving sustainable growth across our diverse industries and unique communities

The SWDC is guided by a Strategic Plan 2025-28 focused on five priorities:

1. Economic Growth
2. Innovation
3. Aboriginal Prosperity
4. Connected and Vibrant Communities
5. Organisational Excellence.

Statutory objectives and functions

Our statutory obligations as set out in Section 23 of the *Regional Development Commissions Act 1993* (WA) are to:

- Maximise job creation and improve career opportunities
- Develop and broaden the economic base of the region
- Identify infrastructure services to promote economic and social development
- Provide information and advice to promote business development
- Ensure that the general standard of government services in the region is comparable to that in the metropolitan area
- Encourage, promote, facilitate, and monitor the economic development of the region

2.3 SWDC Board

The Board provides strategic direction and oversight of the SWDC functions and performance, ensuring alignment with legislative requirements, Government priorities and the SWDC Strategic Plan 2025-28.

Comprising members appointed by the Minister for Regional Development, the Board brings a broad range of expertise and regional knowledge to guide decision-making and support the achievement of sustainable outcomes for the South West. The Board is responsible for governance, risk management and ensuring the effective delivery of the SWDC's objectives.



Image: SWDC Board L-R: Anita Lindemann, Kendall Galbraith, Danny Griffin, Cate Brooks, Michelle Munns, Mikayla Love (Absent: Kalon Gibson)

SWDC Board Members (as at 30 June 2026):



Danny Griffin, Chair **Appointment: Ministerial**

26 February 2023 to 31 December 2028

Danny is an experienced General Manager with a demonstrated history of leadership in a variety of industrial segments. He has held senior positions in multinationals as well as privately owned innovative organisations. He is passionate about connecting with the community at all levels.

Danny is the National Head of Operations for Laminex facilities across Australia. He is also the President of the Bunbury Geographe Chamber of Commerce and Industry, Chair of The Engineering Industry Advisory Group at UWA and a Board Member of the Forestry Industries Federation WA.

In 2017 he was awarded a 'Fellowship' of Engineers Australia in recognition of services to the profession. Danny is also a graduate of the Australian Institute of Company Directors.

2.3 SWDC Board



Kendall Galbraith, Deputy Chair

Appointment: Community

30 April 2026 to 30 April 2029

Kendall is the Chief Executive Officer of the RRR (Rural, Regional and Remote Women's) Network and has lived in the South West for most of her life, with the last 20 years in Margaret River. Kendall has extensive experience in regional development, advocacy, governance and stakeholder engagement, gained through her leadership role and work with advisory and industry groups. Kendall has worked in the gender equality space for several years, initially in politics and now in the not-for-profit sector. She is a dedicated advocate for gender equality, with a focus on rural, regional and remote women in Western Australia.



Michelle Munns, Board Member

Appointment: Community

25 March 2024 to 31 December 2026

Michelle is a proud Noongar woman, born and raised in Bunbury with more than 20 years experience in the Aboriginal health sector across the South West. Michelle has worked for WA Country Health Service for 12 years and is currently the Regional Aboriginal Health Consultant. She leads and coordinates Aboriginal health projects and services that support Closing the Gap and also provides cultural consultancy to staff and professional support to Aboriginal employees. Michelle was recently appointed as Chairperson for the South West Aboriginal Medical Service (SWAMS) for a three year term and is also a Director for Borenkiitj Aboriginal Corporation.



Anita Lindemann, Board Member

Appointment: Local Government

30 April 2026 to 30 April 2029

Anita is a Councillor with the Shire of Donnybrook Balingup and has served on the Council for the last 6 years. Anita has lived in the South West for approximately 15 years and has owned and operated small businesses in the region, including a manufacturing, wholesale and retail operation, which focussed on sustainability, local supply chains and affordability for the community. Along with strong regional knowledge, Anita has extensive experience in governance, budgeting, strategic planning and regulatory frameworks through her business and local government roles.



Mikayla Love, Board Member
Appointment: Local Government

30 April 2026 to 30 April 2029

Mikayla is a Councillor at the City of Busselton and has served on the Council for the past four years. Mikayla is a long-term South West resident with over 12 years' experience in the customer service industry and brings practical expertise in tourism, marketing and small business. Mikayla contributes strong governance experience through her active involvement in several Council committees and advisory groups and offers strengths in policy analysis, stakeholder engagement and regional economic development.



Kalon Gibson, Board Member
Appointment: Ministerial

24 June 2026 to 30 June 2029

Kalon is a Senior Environmental Consultant with Preston Consulting and a South West resident. He has extensive experience in environmental approvals, compliance and impact assessment across major resource and infrastructure projects. Kalon brings strong leadership and operational expertise, with experience managing teams, budgets and safety performance in both consulting and operational environments. He has worked closely with industry, community stakeholders and Traditional Owners to support balanced and sustainable project outcomes. Kalon is actively involved in the South West community through volunteer work and governance roles with not-for-profit organisations.

Retired from the Board during 2025-26

The South West Development Commission acknowledges the significant contribution made by the following retiring Board Members during their tenures.

Catrin Pickworth
Deputy Chair
and Community
Representative

13 January 2020 to
 13 February 2026

Stan Liaros
Ministerial
Representative

1 July 2023 to
 30 March 2026

Julia Jean-Rice
Local Government
Representative

25 March 2024 to
 13 February 2026

Tresslyn Smith
Local Government
Representative

13 January 2020 to
 31 December 2025



The SWDC acknowledges the passing of Board member Tresslyn Smith and gratefully recognises her valued contribution and service to the South West region.

2.4 Our People

The SWDC is supported by a skilled and multidisciplinary team committed to delivering positive outcomes for the South West. Staff work collaboratively across portfolios to implement programs, provide advice and engage with stakeholders to advance regional priorities.

How we work

We **facilitate** and **foster** partnerships and **collaborate** with stakeholders to drive collective action and achieve shared goals.

We **identify** opportunities for sector growth and high impact investment and innovation.

We **advocate** for the region, ensuring that strategic priorities are recognised by key government decision-makers.

We **promote** the region's strengths, opportunities, and achievements to enhance the region's profile and attract investment and talent.

We **advise** and **support** stakeholders with information on best practice, emerging trends and strategic opportunities.

We **lead** with good governance and are adaptable and responsive to changing contexts in order to make a meaningful impact.

Our core values



Connection

drives our efforts to collaborate, facilitate partnerships and leverage collective strengths. Through connection we work together to deliver our vision of a prosperous region.



Integrity

underpins our commitment to building trust and credibility, which are essential for encouraging growth that is balanced with sustainability. It ensures we operate as a reliable regional interface, fostering confidence in our initiatives.



Empathy

supports a culture of care and mutual respect, essential for building an inclusive environment that understands the needs of our communities and stakeholders. It is vital for creating strong relationships that underpin our purpose.

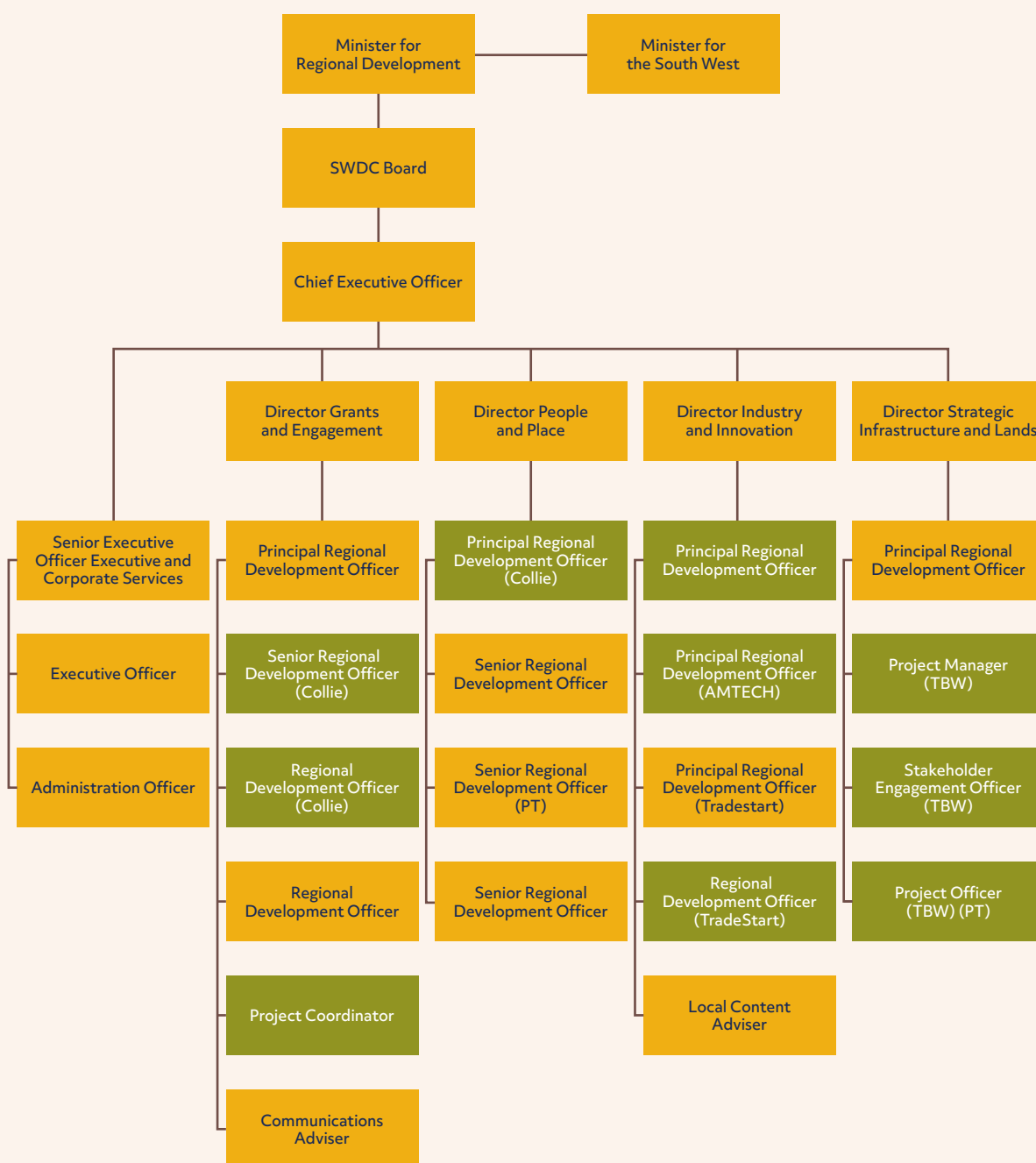
By upholding these core values, the Commission is dedicated to fostering a prosperous, sustainable, and inclusive future for the South West region. Our organisational values reflect the collective perspective generated by the Commission's Staff and Board.

Organisational Structure

Organisational Structure as of 30 June 2026

With 16 permanent and 10 temporary staff we work together to achieve strong outcomes for the region.

The South West Development Commission has a single employee, being the CEO, appointed to the role on a five-year contract. All other Commission staff are employed by Department of Primary Industries and Regional Development and provided to the Commission under arrangement via s29 of the Regional Development Commission Act 1993.



Corporate Executive Team

Our corporate executive team is a strategic decision-making group comprising the CEO and four regional development directors who are each responsible for a portfolio of work, as well as the Chief Financial Officer (DPIRD).



Cate Brooks, Chief Executive Officer

Cate is the Chief Executive Officer of the South West Development Commission. Cate brings more than 15 years of experience in the WA State Government, with a strong track record in regional development, strategic planning, policy implementation, and leading complex economic and community transitions. Prior to joining the SWDC, Cate served as Director of the Collie Delivery Unit within the Department of the Premier and Cabinet, where she led the implementation of the WA Government's \$662 million Just Transition package to support the economic diversification of the Collie region. Cate also served as Executive Director of the Native Forestry Transition at the Department of Jobs, Tourism, Science and Innovation. Throughout her career, she has worked with Federal, State and Local Governments, partnering with industry and communities to drive regional growth, economic resilience and sustainable change. Her expertise includes strategy development and implementation, regional transformation, stakeholder engagement, governance and change management.



Derryn Howes, Chief Finance Officer

Derryn is responsible for providing Chief Financial Officer and other financial services to the SWDC. Derryn is a Chartered Accountant and experienced public sector finance leader with expertise in financial management, strategic budgeting, business partnering and governance. He has held senior finance roles within the Department of Primary Industries and Regional Development and Health Support Services, providing financial leadership across large and complex government portfolios. Derryn has strong analytical capability, stakeholder engagement skills and extensive experience supporting executive and board decision-making.



**Allison Christou,
Director – Grants and Engagement**

Allison is responsible for the SWDC's Grants and Engagement portfolio, which includes delivery of the Innovative Industries of the Future (IIF) Conference, Regional Economic Development (RED) Grants and other grants, and strategic planning for creative industries projects. Allison brings over 25 years' executive experience in program and project management, regional development, stakeholder engagement, program evaluation and strategy implementation. She has previously worked in the WA Health sector for 10 years, as well as regional development in Queensland for seven years and Federal Government for six years.



**Ashley Clements,
Director – Strategic Infrastructure and Lands**

Ashley is responsible for the SWDC's Strategic Infrastructure and Lands portfolio. He brings more than 25 years of experience in regional development at State, Federal, and local government levels, as well as the not-for-profit sector. Ashley leads the delivery of key infrastructure and lands projects across the South West region, including the multi-agency Transforming Bunbury's Waterfront project, coordinating across partner agencies to unlock long-term economic and social benefits for the region in the delivery of the three-stage program of works.



Pip Kirby, Director – Industry and Innovation

Pip leads SWDC's Industry and Innovation portfolio, supporting economic diversification, industry growth, innovation and investment across the South West. Key projects for the team include progressing the proposed Advanced Manufacturing and Technology Hub (AMTECH), delivering the TradeStart program, strengthening local content and supplier development, and supporting regional economic transition projects. Pip has more than 20 years of experience in regional development, stakeholder engagement, business development, intergovernmental coordination, project management and policy development having worked across regional WA.



**Kat McKinnon, Director – People and Place
(March 2026-June 2026)**

Kat is responsible for the SWDC's People and Place portfolio. She brings extensive public sector experience, having worked in the United Kingdom and Scottish Government for 12 years, including on major economic transition initiatives associated regional economic development and Net Zero. Kat has a strong background in strategic policy, capital programmes, and stakeholder engagement, with a focus on supporting resilient communities and sustainable growth. At SWDC, she leads a team of sub-regional specialists to deliver initiatives that enhance liveability outcomes for South West communities and the Commission's Collie Just Transition responsibilities.

2.5 Performance Management

The State Government uses an Outcomes Based Management Framework to measure the efficiency and effectiveness of the SWDC in delivering the Service of Regional Development in alignment with the recently updated Government Goals and Outcomes.

The achievement of these goals is through partnerships with a range of stakeholders, where we all work together to deliver shared outcomes across the region.

Government Goals

The Government Goals for 2025-26 relevant to the SWDC are:

- Delivering strong financial and economic management: diversifying our economy and making more things in WA
- Investment attraction, industry facilitation and regulation
- Fostering a vibrant and creative economy
- Delivering quality services and infrastructure around the state
- Improving infrastructure and services in our regional centres and remote communities

Desired Outcome

- Investment attraction, industry facilitation, and fostering a vibrant and creative economy with improved infrastructure and services in the South West region

Key Performance Indicators

The SWDC has two performance indicators.

- Key effectiveness indicator: measured through the annual stakeholder satisfaction survey, is the % agreement with the following statement: *The SWDC makes a positive contribution to the economic and social development of the South West region.*
- Key efficiency indicator: measured as the average cost per hour to operate the SWDC over the financial year.

Our KPIs for 2025-26 are reported in the Financial Statements section on pages 78-80.



3 Our Highlights

A reset for regional focus



Our teams restructured in August 2025 to ensure we could deliver against the new SWDC Strategic Plan 2025-28.



Industry and Innovation

Leads industry development, investment and innovation



People and Place

Supports the activation of place and capability of our people and communities



Strategic Infrastructure and Lands

Supports enabling infrastructure, sustainability, and delivery of key Government projects



Grants and Engagement

Delivers through stakeholder engagement, grants and events. Support the SWDC activities in the creative sector



Executive and Corporate Services

Provides support to the Executive team and corporate services function of the SWDC

All of our teams are working together to support our cultural shift towards:

	What this looked like	Why
Focused Strategy	Clear priorities and evidence-led planning, including evaluations	Stronger government advice in priority areas
Embracing Diversity	Dedicated focus on Aboriginal Prosperity and regional diversity	More inclusive regional outcomes
Inspiring Innovation	Introducing a renewed focus on Innovation	Future-focused economic development supporting regional transition
Encouraging Engagement	Investing in engagement and create a new function supporting regional presence and delivery	Increased regional presence and collaboration

3.1 Focused Strategy



Image: Capel Marron Farm, Capel



Image: 2026 Networking at Budget Sundowner Event, Margaret River

The release of the 2025 Strategic Plan marked an evidence-based approach to strategy, informed by extensive evaluation, planning, benchmarking, mapping, consultations and analysis such as:

- **Grants Program Evaluations:** Reviews of the Collie Futures Small Grants Program, Collie Industry Attraction and Development Fund and the Regional Economic Development Grants programs
- **Local Content Planning:** The South West Local Content Plan 2026 including major public projects identified through forward procurement plans. SWDC and DPIRD met with public South West buyers to map major procurements, including Western Power's South West Interconnected System transmission
- **Events Strategy Development:** Collaborating with Australia's South West on an Events Benchmarking study and development of a region wide events framework to support capacity, capability within the events sector, and provide an ongoing catalyst for sustainable growth of the Visitor Economy
- **Local Government Mapping:** Baselining exercise with 12 Local Government Associations to establish key priorities, current planning and status of strategic community projects delivering social infrastructure, urban renewal or unlocking housing opportunities to promote liveable and sustainable communities
- **Growth Analysis:** Commencing analysis to examine housing, land, climate and infrastructure pressures across the South West

Impact:

SWDC is working to strengthen its role as a trusted strategic advisor, providing Government with clearer, region-wide insights to guide investment and policy.

3.2 Embracing Diversity

Our organisational shift to support embracing diversity saw this a structural commitment to inclusive regional development across all programs and projects through:



Image: Koomal Dreaming, Ngilgi Cave Ancient Lands Experience

- **First Nations Planning:** Commitments to Closing the Gap and the DPIRD Reconciliation Action Plan by developing our own Reconciliation and Aboriginal Engagement and Empowerment Strategy to guide our activities and ensure internal accountability to these commitments.
- **Supporting Aboriginal Capacity and Local Content:** Working with major project delivery agencies to identify social procurement opportunities and supported the rollout of Black Coffee events in Busselton and Bunbury to better understand Aboriginal business capability, tender interest and barriers to entry.
- **Culturally Informed Meetings:** Engagement with a range of Aboriginal Corporations, existing business and community networks and State Government stakeholders on development of culturally informed and self-sustaining regional networks
- **Funding New Initiatives:** Supporting the rollout of the People First program by Gnaala Karla Aboriginal Corporation through provision of support and grant funding. This software connects Aboriginal jobseekers with local and regional employers.
- **Encouraging Diversity:** Delivery of the Diverse South West engagement event and launch of associated Diverse South West publication with 43 industry participants and 50+ government stakeholders to allow opportunity for industry to network with parliament and showcase local producers
- **Supporting Youth:** Funding and support for initiatives that broaden participation, including youth entrepreneurship programs engaging participants and mentors with skills development and industry exposure

Impact:

SWDC strengthening its understanding of the region by actively including diverse voices, ensuring policy and investment decisions reflect the full South West community.

3.3 Inspiring Innovation

Our organisational shift to inspiring innovation focussed on shifting from traditional sector support to future industry positioning and innovation ecosystems. Innovation became a central pillar of SWDC's repositioning and a range of initiatives were delivered such as:

- **Engaging Chambers:** Meeting with Chambers of Commerce and Industry in the South West to provide a briefing on our strategic plan and understand business needs across the region
- **Delivering Signature Innovation Events:** Innovative Industries of the Future (IIF) program which supports economic events to position the South West in advanced and emerging industries
- **Grow Innovation Ecosystem:** Championing South West Angels to help grow the region's innovation ecosystem through investor network development, startup and scale-up connections, collaborative events, and pathways to funding and investment opportunities
- **Connecting Advanced Manufacturing Stakeholders:** South West Advanced Manufacturing and Technology Hub (AMTECH) initiative with the longtime goal of providing industry with access to advanced technologies, research partnerships and innovation infrastructure that supports commercialisation and business growth
- **Encourage Exports and Value-Add:** Supporting export diversification through TradeStart, helping South West businesses access new international markets, build export capability and increase export sales
- **REDS Grants Funding:** Supporting industry-led innovation projects through Regional Economic Development (RED) Grants, including advanced food manufacturing, renewable and circular economy initiatives, advanced manufacturing training and export-focused agribusiness projects
- **Local Content:** Progression of local content initiatives to build regional business participation in major projects
- **Industry Engagement:** Strategic involvement in major innovation projects and future-focused industry planning across defence, clean energy, and value-added processing sectors

Impact:

SWDC supporting the region to adapt, diversify and compete, building capability in industries critical to long-term economic resilience.



Image: Laminex Group, Dardanup



Image: The Avocado Collective, Manjimup

3.4 Encouraging Engagement

The SWDC increased focus on engagement and invested in the systems to systems to assist client relationship management including copilot and client relationship management systems including copilot and the establishment of SharePoint-based “Knowledge Hub”. These systems will help the SWDC build on the lessons of the past and continue to facilitate ongoing engagement such as:



Image: Keystart Workshop, Bunbury

- **Deliver Events and Roundtables:**
SWDC significantly increased its presence and convening role across a range of events including:
 - State Budget events with over 200 people engaged and Diverse South West
 - Agritech, AI and Circular Economy Forum launching the Innovative Industries of the Future Conference with 103 attendees
 - Roundtables on topics covering housing, Keystart, digital connectivity, major events
- **Regional Planning:** A dedicated SWDC coordination function to support collaboration between the City of Bunbury and Shires of Harvey, Capel and Dardanup for the State’s “7 cities” vision for Greater Bunbury
- **Executive Connections:** Deepening LGA relationships by re-establishing regular engagement at CEO, Director and Officer levels, including involvement in the Warren-Blackwood Alliance of Councils and WALGA SW Country Zone
- **Project Feasibility:** Consultation and engagement with Aboriginal businesses and corporations to support information sharing on funding and business opportunities. Extensive community engagement to support the development of a Living Knowledge Concept planning and masterplan design
- **First Nations consultations and support:**
SWDC supports participation and engagement of Aboriginal people in regional projects and programs by fostering and maintaining strategic relationships with agencies that assist Aboriginal businesses including Waalitj Business Hub, Morrgul and Many Rivers. This has involved promoting the events and services of these agencies and facilitating introductions
- **Industry consultations and advocacy:**
Undertaking extensive consultations on key industries relating to advanced manufacturing, agritech, energy, circular economy, tourism and creative industries

Impact:

SWDC strengthened regional alignment by bringing people together, improving information flow, trust and collaboration across sectors.

4. Our Impact

The new Strategic Plan 2025-28 focused delivery on five priority areas describing what success would look like.

This year we measured progress across the region and our impact.

Priority 1:

Facilitate conditions for sustainable economic growth

The SWDC is working across industries and sectors to support the region's economic growth as demonstrated by increases in total exports, strong investment from State government, significant grants funding allocation, increases land approvals, government contracts and labour force. A summary of the measures of our success is provided below:

Measures of Success:

Exports Up:

Regional exports from the South West increased by \$372.2 million, or 2.0%, rising from \$18.34 billion in 2024 to \$18.72 billion in 2025

Labour Force Grew:

South West labour force grew by 1.2%, increasing by 1,400 people in 2026 demonstrating increases in productive capacity

Land Approvals Up:

Combined commercial and industrial land approvals activity increased by 173% showing development and investment readiness

Local Content Increased:

Value of government contracts almost doubled with 220 suppliers winning \$427m worth of contracts

Over \$250m New Funding:

Significant WA Government investment demonstrated through \$89m for Transforming Bunbury's Waterfront, \$68m for Kemerton Strategic Industrial Area, \$45m for Australind rail services and \$55m for the AMTECH Hub in Picton

Almost \$5m in Grants:

An additional \$5m in grants funding was administered by the SWDC for South West businesses

\$250m+ New Funding

"A key value of the SWDC is overseeing and assisting with coordinating the strategy development, advancement and promotion of the region"

Not for Profit, SWDC Stakeholder Survey April 2026

Priority 2:

Drive innovation and collaboration in our key industries

We are seeing growth and connection across the South West core industries that relate to innovation and we are achieving a competitive edge in export markets. Our manufacturing and mining exports are growing and we are exploring opportunities for value adding. The South West Development Commission is proud to be fostering this culture of innovation through Tradestart and Innovative Industries of the Future as described below:

Measures of Success:

Key Innovation Driven Export Sectors are Growing:

Growth was supported by increases across key sectors including manufacturing, mining, construction, accommodation and food services, retail trade, transport, administrative services, financial services, and health care

Start-ups Increased:

The number of new businesses in the region increased by 3%

Tradestart Encouraging Export Readiness:

An additional \$8.95m of export sales were facilitated across 55 businesses through the Tradestart program

Innovation Events Delivered:

Four networking and/or innovation related workshops with over 50 people were delivered during 2025-26 with a focus on innovation in key industries and the Innovative Industries of the Future conference was announced

\$8.95m Additional export sales

“The most valuable service the SWDC offers is local knowledge and advocacy – engagement across industry tiers of government to drive improved local outcomes”

State Government, SWDC Stakeholder Survey April 2026

Priority 3:

Foster opportunities for Aboriginal empowerment and prosperity

The South West is demonstrating increased participation and engagement of Aboriginal people in relation to project delivery and providing opportunities for contracting and grants funding. The SWDC is proud to work and consult with Aboriginal Businesses and provide significant grants funding investment to support Closing the Gap as described below:

Measures of Success:

Aboriginal Businesses in the Southwest:

There are approximately 50 Aboriginal owned businesses in the region including Regional Corporations, Incorporated Aboriginal Corporations, joint ventures, sole traders and registered businesses with more than 50% Aboriginal ownership

Regular engagement:

SWDC has met with and supported at least 20 individual Aboriginal businesses (sole traders) and over 25 Aboriginal corporations, averaging more than 3 meetings per month annually

Aboriginal Local Content High:

The South West saw a significant value in Aboriginal Supplier Contracts of \$46.75m across 26 contracts and 15 suppliers. Tender

updates recommenced and are distributed direct to stakeholder list which includes Aboriginal businesses and individuals

Aboriginal Led Initiatives with Grants:

The proportion of SWDC discretionary grant funding allocated for Aboriginal led initiative projects was 19%

Aboriginal Consultations Delivered:

All SWDC projects and grants are embedding review of Aboriginal Heritage and consultation into the methodologies. As an example, the Transforming Bunbury's Waterfront project has a dedicated Aboriginal Stakeholder Engagement Plan which will be implemented and updated to reflect requirements throughout project delivery

\$46.75m Across 26 contracts
& 15 suppliers

"We value the support with project and grant application development. And assistance with communication and engagement with State Agencies"

Local Government, SWDC Stakeholder Survey April 2026





Priority 4:

Ensure communities are vibrant, connected and have the services and infrastructure they need

The South West continues to experience significant population growth and demand for housing, and essential services. Growth is being constrained by workforce shortages, rising construction costs, and the complexity of planning and regulatory processes. The SWDC works with partners to address constraints through our grants and extensive stakeholder engagement:

Measures of Success:

Quality of Life Initiatives Mapped:

Comprehensive evidence base established to further improve quality of life including the mapping and active oversight of more than 50 land development and housing projects, 15 community infrastructure initiatives and over a dozen additional economic development opportunities

Community Grants Provided:

Of all the discretionary grants funding provided by SWDC, 78% was allocated to community initiatives supporting this priority

Consultations Delivered:

A range of consultations and initiatives delivered to engage with local government and community including:

- Engaging with over thirty stakeholders including; local governments, NGOs, GTEs, State Government Agencies and industry peak bodies to support a range of housing responses with potential to accelerate supply
- Coordinating regional discussions to identify common barriers and opportunities impacting liveability
- Facilitating collaboration between government, industry and community stakeholders to support strategic housing initiatives
- SWDC provides letters of support for initiatives and projects within the region to add value and support funding requests

78% of grants allocated to community initiatives

Image: SWDC Consultation Workshop

Priority 5:

Deliver with excellence in governance and engagement

The SWDC has demonstrated significant commitment to establishing clear planning and reporting and ensuring that staff and stakeholders understand the purpose values and priorities for the team as described below:

Measures of Success:

Stakeholder Satisfaction Up:

Our stakeholder satisfaction ratings with the SWDC improved this year (increasing from 84 to 87%) and clients who interacted with us more than once demonstrated 98% satisfaction ratings

Ministerial Support Increased:

Delivery of ministerial services expanded with 211 incoming Ministerial requests in 2025/26—an increase of 79% compared with 2024/25 and 127% compared with 2023/24

RAEES Implemented:

The Reconciliation and Aboriginal Engagement and Empowerment Strategy was developed and implemented

High Policy Compliance:

High level of compliance reported in annual PSC survey in relation to policies and procedures including Integrity Framework and Code of Conduct

87% stakeholder satisfaction ratings, up from 84%

“The SWDC are just great connectors in the region, the first place we go when we have a number to shift or community to influence”

Industry, SWDC Stakeholder Survey April 2026



“We acknowledge the Wardandi people of the Noongar as the traditional custodians of the land on which Milligan Stands. We pay our respect to Elders past and present and to the living connection and community. We honour our culture and are committed to learning and walking together in action.”
-Milligan



5. Our Initiatives

**what we
delivered
and how we
connected**

5.1 Our projects and programs

In addition to the regional development activities highlighted throughout this report, the SWDC delivers a number of significant Western Australian Government-funded projects and programs that drive long-term economic and community outcomes across the South West.

5.1.1 Manufacturing and Future Industries including AMTECH



Image: AMTECH Sod Turn.

L-R: Minister Don Punch MLA, Minister Amber-Jade Sanderson MLA, Jodie Hanns MLA, Cr. Tyrrell Gardiner

What is this? Positioning the State's future manufacturing agenda by supporting industry engagement for transmission manufacturing, promoting South West supplier participation and continuing work with State partners on the Advanced Manufacturing and Technology Hub (AMTECH) site activation and future precinct development.

What was delivered? SWDC supported stakeholder engagement and partnerships connected to Transmission Made in WA, AMTECH site activation and future precinct development. SWDC collaborated with DEED to promote South West participation in the State's industry engagement program designed to identify manufacturing capability and barriers in the transmission manufacturing supply chain.

Transmission Manufacturing in WA Request for Information received 42 responses and

identified insights about supplier capability, local content levels, overseas and interstate competition, preference for government support through grants, and interest in establishing operations in Picton, Bunbury and/or Forreestfield in the Perth metro region.

SWDC also supported AMGC and BGEA to deliver an Onshore Windfarm Projects Supply Chain Forum in Bunbury in March, with presentations from developers, original equipment manufacturers and government on the project pipeline and supplier opportunities.

Outcome:

This work will inform State investment, in particular attracting an anchor tenant to establish AMTECH as a manufacturing hub for componentry linked to the State's energy transmission and renewable energy targets.

5.1.2 Collie Economic Diversification

What is this? The State Government's commitment to Collie's transition through investment facilitation, economic diversification and cross-agency collaboration.

What was delivered? SWDC continued to champion Collie's economic diversification and sustainable job creation via major industry initiatives and grant program governance. Key milestones included progress on the Generation Steel and Magnium Australia industry projects, release of the Collie Just Transition Plan 2026-2030, and reopening of Collie Futures Fund grant programs, the Collie Futures Small Grants Program and the invite-only Collie Industry Attraction and Development Fund (CIAD), under refreshed governance.

Generation Steel completed their \$4.4 million CIAD-funded Collie Electric Arc Furnace (EAF) Steel Mill Feasibility Study project. EAF steelmaking uses electricity to melt recycled scrap steel or other iron-based products, with lower carbon emissions than traditional methods and greater flexibility of raw material input. Generation Steel secured \$9.8 million

from the Collie Industrial Transition Fund (CITF) to advance the steel mill project to proceed to final investment decision on the construction and operation of the facility at Collie.

Magnium Australia submitted their Definitive Feasibility Study (DFS) and Business Case for the Collie Magnesium Refinery project, funded through a \$2 million CIAD grant. The DFS and Business Case will inform Magnium's application for further government support aimed at upscaling the current pilot plant by commercial extraction of high-purity magnesium metal from magnesium-rich waste resources. Magnium's proprietary process uses carbothermic reduction, with lower energy consumption and reduced carbon emissions.

Outcome:

Through these initiatives, SWDC continues to help create the conditions for long-term economic resilience, investment attraction and sustainable growth in Collie.



Image: Wellington Dam Wall Mural, Wellington National Park, Collie

5.1.3 Transforming Bunbury's Waterfront



Image: Bunbury Outer Harbour, Bunbury

What is this? A long-term, multi-agency project to transform Bunbury's waterfront into a more accessible, activated and connected coastal precinct.

What was delivered? Transforming Bunbury's Waterfront continued to progress, with Stage 2B works advancing and a major \$89.1 million commitment announced for Casuarina Boat Harbour. SWDC also strengthened project governance through endorsed communication and stakeholder engagement plans and continuation of the TBW Project Management Office.

Stage 2B, the Casuarina Drive Redevelopment, was on track for completion by late 2026, with concreting, landscaping and practical completion inspection work (for sub-scope works delivery) progressing.

A committed investment of \$89.1 million was announced for Casuarina Boat Harbour to deliver a new accessible community recreation precinct, 54 new boat pens, seawall upgrades and land for future activation. This will build on earlier marine and community infrastructure investment that saw the completion of a new northern breakwater, to provide a more sheltered facility for users, and the Koombana groyne upgraded by late 2025.

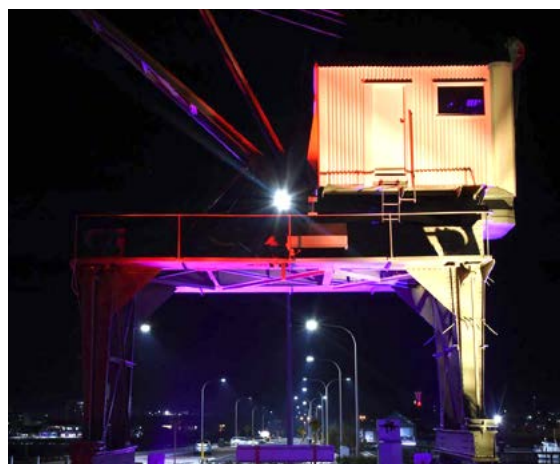


Image: Bunbury Outer Harbour, Bunbury

Changes to the projects communications and stakeholder engagement plans were finalised and endorsed by the TBW Steering Committee / Project Control Group, and that the TBW Project Management Office carryover of \$476,000 was approved at Mid-Year Review for 2026-27.

Outcome:

Improving access, amenity and activation along Bunbury's foreshore while supporting future investment, tourism growth and community use of the waterfront.

5.1.4 Innovative Industries of the Future



Image: iiF Conference Launch Event, L-R Danny Giffin, Dr Natasha Teakle, Ben van Delden, Minister Stephen Dawson

What is this? A premier regional economic event series designed to position the South West as a hub for regional innovation by connecting business, researchers, investors and government focussed on future economic opportunities.

What was delivered? During 2025-26, SWDC delivered the IIF program as its flagship industry engagement initiative, bringing together government, industry, researchers, entrepreneurs and investors to explore emerging opportunities and strengthen the region's future economic capacity.

Key deliverables included an IIF launch seminar with strong engagement and integration of IIF with broader industry development priorities including advanced manufacturing, clean energy, defence opportunities, local content, innovation and emerging industries.

Also delivered was the creation of an IIF website and securing of venue for the conference to be held on 27 and 28 October. A range of events were also sponsored including the Regional Innovation Summit by the Innovation Cluster, and Rethinking Business As Usual, Regional Development Australia.

The IIF program creates a platform to showcase South West opportunities to external investors, industry leaders, researchers and government decision-makers. This can increase awareness of opportunities such as AMTECH, renewable energy supply chains, defence manufacturing and advanced industry development, supporting future investment decisions.

Outcome:

The IIF launch strengthened the South West's profile as a future-focused region, creating new opportunities for collaboration, knowledge sharing and investment attraction.

5.1.5 Visitor Economy



What is this? A coordinated program of visitor economy development initiatives to strengthen the South West's tourism, events, hospitality and creative industries.

What was delivered? In 2025/26, a key focus was the delivery of the South West Events Benchmarking and Framework Project, designed to better understand the region's events landscape and guide future planning and investment.

The project included a comprehensive event benchmarking study, economic opportunity and gap analysis, funding and resourcing review, stakeholder consultation, and the development of a practical events framework and evaluation toolkit.

Together, these outputs provide local governments, event organisers and funding partners with a consistent evidence base and decision-making framework to assess, prioritise and support events that deliver the greatest economic, social and community benefit for the South West.

Outcome:

An evidence informed baseline of the current South West Events landscape as well as practical tools and framework. This enables events to be used as a strategic economic catalyst to support sustainable growth, strengthening regional liveability, and drive measurable economic and community outcomes.

5.1.6 Community Projects



Image: Busselton Jetty Underwater Observatory

What is this? The SWDC supports the delivery of a range WA State Government funded projects focussing on community outcomes referred to as election commitments.

What was delivered? SWDC was allocated 72 small election commitment projects to administer in 2025-26 totalling \$3.06m.

Larger election commitments (over \$350k) are administered by DPIRD, however the SWDC supports the delivery of these projects by working with local stakeholders as the primary project contact and liaison. In 2025-26 these projects included:

- **Collie Mine Workers Institute upgrade** (\$1m) Returning an heritage Art Deco building and important community hub to its original grandeur and full usage. Potential to attract and increase visitation, providing economic and employment benefits to local Collie businesses. The SWDC continues to actively support the project's coordination.
- **Dalyellup Beach** (\$1m) Enhancing coastal accessibility, community amenity and visitation outcomes for the area. SWDC has played an active role as a member of the project working group, contributing to regular monthly meetings and supporting project development.
- **Harvey all abilities playground** (\$750k) Delivering an inclusive playground at Meriden Park to enhance regional liveability

and support community wellbeing. SWDC continues to support the project's coordination, funding oversight, and alignment with broader regional development objectives.

- **Turkey Point** (\$1m) working with the City of Bunbury and DPIRD to coordinate project planning, funding approvals and risk assessment, helping position the site for future recreational, community and tourism investment.
- **REED Augusta Childcare Centre** (\$550k) Successfully commenced operations on 29 June 2026, marking a significant milestone in addressing childcare supply in Augusta and the surrounding region.
- **Busselton End of Jetty Project** (\$9.5m WA Government 2021 and \$13m Australian Government) SWDC continues to play an active governance and advisory role in the Busselton End of Jetty project.

Outcome:

Delivery of both small and large election commitment projects help to improve community infrastructure, regional liveability, accessibility, tourism, childcare services and economic development outcomes for local communities.

5.1.7 Local Content



Image: Bunbury Waterfront Briefing, L-R Anthony Wilson (DTMI), Colin Hart (DTMI), Michelle Elson (SWDC), Poppy Evans (SWDC) and Megan Willis (DTMI)

What is this? A program across Western Australia supporting businesses to access government and major project supply opportunities through the Local Content Advisor Network and WA Buy Local Policy. The SWDC supports South West business to access these opportunities.

What was delivered? SWDC worked with local businesses, government agencies and major contractors to identify procurement opportunities, improve supplier capability and strengthen participation in government and major project supply chains. Support included connecting businesses with upcoming opportunities, facilitating relationships between head contractors and local subcontractors, providing procurement guidance, and advocating for greater local participation in project delivery.

The Vasse West Primary School project demonstrated the impact of this work, with local businesses engaged in design, public art and tender processes. As part of the 25/26 Budget, \$1.9m was allocated to plan for the Vasse West Primary School, which will be open for Term 1 in 2028, which has proven to be a great opportunity for a range of local businesses to get involved.

Three of the four shortlisted construction contractors were local, and SWDC partnered with the Department of Housing and Works to facilitate tender briefings and subcontractor engagement opportunities.

Outcome:

SWDC helped increase local business visibility and participation in government procurement, supporting regional jobs, capability development and stronger local supply chains.

5.1.8 Tradestart



Image: TradeStart WA Fine Wine Mission, Shanghai

What is this? Supporting South West businesses to enter and grow in international markets through export advisory services, trade missions and connections with global buyers.

What was delivered? To support South West businesses to enter and grow in international markets, TradeStart delivered a range of export advisory services, market development activities and trade missions during 2025/26. In addition to assisting individual businesses with export readiness, market intelligence and buyer connections, TradeStart coordinated both inbound and outbound trade missions to create new commercial opportunities for South West exporters.

Key activities included an inbound food and wine trade mission involving Tops Thailand, one of Thailand's largest premium retail groups, and an outbound wine trade mission to China. These missions provided South West producers with direct access to international buyers, distributors and key decision-makers, helping to establish new business relationships and explore export opportunities in high-value markets.

A key objective of these activities was to promote the South West's reputation as a premium food, beverage and agribusiness region by showcasing product quality, provenance and the unique environmental and production characteristics that differentiate South West products in global markets. Through targeted

business matching, site visits and market engagement activities, TradeStart helped local exporters strengthen existing relationships, develop new market pathways and build export capability.

Outcome:

TradeStart exceeded its service targets and encouraged exporting to these new markets.



Image: TradeStart Taste WA Premium Food Mission, Manjimup

5.1.9 Regional Economic Development Grants



Image: Minister Don Punch, RED Grants

What is this? A State Government grants program delivered through Western Australia's nine Development Commissions to support projects that drive creates sustainable jobs, diversify industries, build local capability, attract investment, and improve productivity.

What was delivered? This year Round 8 attracted a record 91 applications in the South West, surpassing the previous record set in Round 7. This strong response highlights both the growing pipeline of locally driven economic development projects and the high demand for RED funding across the region. Eight grants were provided including:

- **Bahen & Co** - Unlocking Advanced Food Manufacturing Capacity Advanced Refining Plant \$150,000
- **Margaret River Hops** - Processing Facility Upgrades \$150,000
- **Boyup Brook Co-operative Company** - Expansion and Relocation Project \$100,000
- **Newton Orchard Packing and Marketing**, Export Cherry Packline Upgrade \$100,000
- **RCR Mining Technologies**, South West Advanced Manufacturing TAFE Block Training Facility for Regional Industry \$100,000
- **Rocky Ridge Brewing Co**, Scaling Sustainable Manufacturing: High-Speed Automated Packaging Infrastructure for National and International Market Expansion \$100,000

- **Belvedere Valley Enterprises** - Belvedere Valley Thermal Chamber for on Farm Closed Loop Waste Processing \$25,000
- **Bridgetown Winery** - Blackwood Valley Wine Farm – A Community Cellar Door for the Blackwood Valley Wine Region \$18,223

Outcomes:

The funded projects will help businesses expand production capacity, improve productivity, adopt new technology, access new markets and create sustainable employment opportunities, while contributing to the diversification and long-term resilience of the regional economy.



Image: RED Grant recipients - RCR

5.1.10 Strategic infrastructure land and assets



Image: Busselton Margaret River Airport, Busselton

What is this? Support key regional infrastructure initiatives during the year to connect all levels of government and industry.

What was delivered? The Greenbushes Railway Line Joint Feasibility Study was completed and determined to not proceed. The study outcome was acknowledged by the Western Australian Government and publicly announced on 17 December 2025.

The Busselton Margaret River Airport funding agreement was executed which provides ongoing relief to capacity issues at the airport. As well as support for reviewing efficiencies in the terminal design and prospective investment methods that support further development.

Regional waste management and the implementation of Food Organics and Garden Organics (FOGO) services also remained a priority. Advocacy by SWDC contributed to the Bunbury Harvey Regional Council securing federal funding to develop a FOGO transfer station at its Stanley Road facility.

The transfer station is expected to be completed by December 2026 and will provide a foundation for future expansion into local processing capability. While waste management remains an ongoing regional challenge, SWDC will continue working with local governments, industry and other stakeholders to identify longer-term solutions

SWDC also progressed the development of its Strategic Asset Management Plan framework for the effective management of Commission-owned assets into the future. In addition, this extends to ongoing support for the Dolphin Discovery Centre building and engagement with the centre's operators as they continue to deliver a valued and unique experience for residents and visitors to the South West.

Outcomes:

Essential land and asset management works supported environmental outcomes and protecting surrounding communities. SWDC continues to work with stakeholders on planning and delivery across the region on a range of projects.

5.1.11 Mangrove Cove Living Knowledge Centre

What is this? A concept planning and masterplan project investigating the feasibility of a future Aboriginal-led regional cultural centre that celebrates Noongar culture, knowledge, education, tourism and community connection in the South West.

What was delivered? During 2025–26, SWDC partnered with Gnaala Karla Booja Aboriginal Corporation to undertake extensive consultation with Aboriginal communities, Elders, knowledge holders, Aboriginal corporations, landowners and potential project partners to inform the development of the Mangrove Cove Living Knowledge Centre Masterplan and Concept Design.

Engagement activities included an online survey completed by approximately 80 Aboriginal participants, consultation with local and regional Aboriginal corporations, three workshops with the Greater Bunbury Elders Group, three sessions with the Gnaala Karla Booja Cultural Advisory Committee, and community consultation sessions held in Bunbury, Mandurah, Narrogin and Collie. Consultation was also undertaken with organisations including the Bunbury Regional Art Gallery, Noongar Arts Program and Dolphin Discovery Centre to explore future partnership opportunities and potential uses for the centre.

This engagement informed the concept design and helped identify community aspirations, cultural priorities and opportunities for future activation of the site.

Outcome:

The project established a strong evidence base and community-informed vision for a future Living Knowledge Centre, ensuring Aboriginal voices, cultural knowledge and aspirations are embedded in future planning.

5.1.12 Closing The Gap – Grants Support



Image: Koomal Dreaming, Ngilgi Cave Ancient Lands Experience, Margaret River Region

What is this? To help Close the Gap, we work towards allocating grants towards projects benefiting Aboriginal communities across SWDC discretionary and managed funds. We monitor the proportion of grants funding that is used for this purpose.

What was delivered? This resulted in a diverse range of projects completed in 2025-26 including:

- The rollout of the People First software and program by Gnaala Karla Aboriginal Corporation (GKB) through provision of grant funding. This software and program aims to connect Aboriginal jobseekers with employers
- The annual Goomburrup (Bunbury) NAIDOC Bridge Walk which will take place in October 2026
- The Undalup Association by providing financial assistance to coordinate its annual Bunuru Event which is a celebration of Wadandi culture

Outcome:

We funded a range of initiatives that support Closing the Gap and our Strategic Priority of Aboriginal Prosperity in the region with 19% of all discretionary grants funding used for this purpose.

5.2 Our Connections

Collaboration and engagement remained central to our work. An analysis of meetings attended across the year showed 1,475 unique meetings attended with the majority focusing on major projects and project delivery.

Share of identified engagement



Engagement extended beyond the South West, with frequent collaboration across the network of Western Australian Regional Development Commissions and State Government agencies.

The most common external organisations represented in calendar records include the DPIRD, Department of the Premier and Cabinet, other Regional Development Commissions, local governments, DevelopmentWA, South Regional TAFE and industry organisations.

We aim to include Aboriginal and cultural matters in every meeting – the 2.4% identified in the list were those meetings where it was the sole focus. These meetings are in addition to our ongoing Aboriginal engagement across all projects.

5.3 Our Grants Review

During 2025–26, the SWDC undertook a significant program of review and reform across our grants programs to ensure public funding is being delivered transparently, efficiently and in a way that maximises long-term outcomes for regional communities. This was supported by a restructure and consolidation of the grants team and processes. The grants review included:

Collie Futures Small Grants Program

The Collie Futures Small Grants Program was paused to allow a comprehensive review of the program following applicant feedback and to assess whether the program remained aligned with Collie's evolving transition priorities.

The review found opportunities to improve application quality, clarify eligibility requirements, strengthen governance arrangements and create a more transparent assessment process.

Collie Industry Attraction and Development Fund

The team worked collaboratively with DPIRD, the Collie Delivery Unit and DEED to undertake a comprehensive review of the Collie Industry Attraction and Development Fund.

The review confirmed that the program's core purpose remains fit-for-purpose in supporting economic diversification and industry attraction in Collie, while identifying opportunities to strengthen strategic alignment, streamline governance and improve coordination across government.

Key reforms included clarifying eligibility requirements, simplifying decision-making pathways, clearly defining the roles of participating agencies and updating governance and assessment documentation. The revised framework also strengthened alignment with the Collie Investment Prospectus 2026 and broader Just Transition objectives.

Regional Economic Development Grants

The evaluation identified a number of strengths, including strong assessor confidence in funding outcomes and high demand for the program, while also highlighting opportunities to improve assessment efficiency and applicant capability.

Key findings included the growing volume and complexity of applications, the need for clearer assessment guidance around innovation and broader economic benefits, and the importance of better aligning application and assessment structures.

Leading the Way in Outcomes Reporting

A major achievement during the year was SWDC becoming the first Regional Development Commission to partner with DPIRD to pilot an Outcomes Engine approach to grants management and reporting which incorporates program logic.

This initiative moves reporting beyond traditional measures such as project completion and expenditure, enabling the SWDC to assess outcomes and impacts across entire grant portfolios at an aggregate level.

The system has been designed to collect comparable information across projects and improve monitoring, evaluation and reporting of grants programs over time.



Image: Voltage Lodge, Collie

5.4 Additional Reporting

Work Health and Safety and Injury Management

At the SWDC, we uphold a strong commitment to workplace safety and wellbeing, guided by the principles of the Work Health and Safety Act 2020 and the Work Health and Safety (General) Regulations 2022. Our safety culture is built on shared responsibility, where staff are encouraged to be vigilant and proactive in recognising potential hazards and contributing to risk mitigation strategies.

Engagement topic	Target 2025 / 2026	Actual 2025 / 2026
Number of fatalities	0	0
Lost time injury/disease incidence rate	0	0
Lost time injury and/or disease incident rate	0	0
Lost time injury and/or disease severity rate	0	0
Percentage of injured workers returned to work i) within 13 weeks ii) within 26 weeks	n/a	n/a
Percentage of managers trained in work health and safety and injury management responsibilities	n/a	n/a
Total identified engagement meetings	Greater than 80%	100%

Workers Compensation

There were no workers compensation claims recorded during the financial year.

WA Multicultural Policy Framework

The SWDC participates in the Western Australian Multicultural Policy Framework (WAMPF) which sets out policy priorities which support the State Government's commitment to multiculturalism.

The Department of Primary Industries and Regional Development (DPIRD) Multicultural Plan 2021-26 sets out the tangible ways in which DPIRD and Development Commission's work to achieve the policy priorities, outcomes and strategies of the framework for the Culturally and Linguistically Diverse (CaLD) community of Western Australia. The Plan outlines three main policy priority areas to ensure that operations, services and programs are inclusive and accessible for all.

These are:

- harmonious and inclusive communities
- culturally responsive policies, programs and services
- economic, social, cultural, civic, and political participation.

Substantive Equality

The SWDC is committed to building an inclusive and diverse workforce that is reflective of the community we serve. DPIRD Equal Employment Opportunity Management Plan 2023-2025 commits to equal employment opportunity, diversity and inclusion principles through a variety of workforce policies and practices linked to a range of cross-government documents, strategies and legislation.



Image: Ngalang Wongi Aboriginal Tours, Bunbury

Workforce Inclusiveness and Closing the Gap

Like other Regional Development Commissions, we are committed to a diverse and inclusive workplace, as research shows agencies that value diversity and inclusion achieve greater staff satisfaction, better customer service outcomes and improved decision making. The workforce is more connected, motivated, and productive. At the South West Development Commission, we strive to create a diverse and inclusive workplace, and our activities have included the continuation of the Connection Cafe series.

In relation to Closing the Gap, we have elevated the importance of improving quality of life for Aboriginal people by including Aboriginal Prosperity as a key strategic priority in our strategic plan. The process of reviewing, restructuring and delivering against this is described throughout this report including:

- Our Highlights - Embracing Diversity (Section 3.2)
- Our Impact - Measures of Success - Priority 3 Foster Opportunities for Aboriginal Empowerment and Prosperity (Section 4.1)
- Our Impact – Project and Program – Closing the Gap – Grants Support (Section 4.4)

Board and Committee Remuneration

South West Development Commission Board remuneration for the period is detailed in the table below:

Member Title	Member Name	Type of Remuneration	Period of Membership	Term of Appointment	Base Salary / Sitting Fees	Gross remuneration for financial year **	Attendance
Chair	Danny Griffin	Stipend	12 months	1/1/2023 to 31/12/ 2028	\$63,000 per annum	\$63,601	5/5
Deputy Chair	Kendall Galbraith	Stipend plus sitting fees	2 months	30/4/2026 to 20/4/2029	\$5,000 per year plus sitting fees \$790 full day / \$513 half day	\$0	1/1
Member	Michelle Munns***	Sitting fees	12 months	25/3/2024 to 31/12/2026	N/A	N/A	5/5
Member	Mikayla Love	Sitting fees	2 months	30/4/2026 to 30/4/2029	\$680 full day / \$422 half day	\$0	1/1
Member	Anita Lindemann	Sitting fees	2 months	30/4/2026 to 30/4/2029	\$680 full day / \$422 half day	\$0	1/1
Member	Kalon Gibson	Sitting fees	1 month	24/6/2026 to 30/6/2029	\$680 full day / \$422 half day	\$0	0/0
Chief Executive Officer	Cate Brooks	N/A	12 months	N/A			5/5
Former Deputy Chair	Catrin Allsop	Stipend plus sitting fees	8 months	13/1/2020 to 13/2/2026	\$5,000 per year plus sitting fees \$790 full day / \$513 half day	\$7,432	4/5
Former Member	Tresslyn Smith	Sitting fees	6 months	13/1/2020 to 31/12/2025	\$680 full day / \$422 half day	\$2,204	3/5
Former Member	Stan Liaros	Sitting fees	9 months	1/7/2023 to 30/3/2026	\$680 full day / \$422 half day	\$3,102	4/5
Former Member	Julia Meldrum	Sitting fees	8 months	25/3/2024 to 13/2/2026	\$680 full day / \$422 half day	\$2,602	4/5

* Refers to member membership during reporting period not entire tenure on Board / Committee.
Period of membership should correlate with respective remuneration received in the financial year.

** Gross remuneration does not include travel expenses but does include superannuation.

*** Full-time WA Public Sector employees are not eligible to receive Board sitting fees.

Audit and Risk Committee:

The Audit and Risk Committee (ARC) is a sub-committee of the SWDC Board and was formed in accordance with WA State Government Treasurers Instructions. The ARC has an Independent Chair (Mr Graeme Harris) and one Board Member. Meetings are conducted three times a year with the potential for extra meetings at the discretion of the Chair.

Report on advertising, market research, polling and direct mail

In compliance with section 175ZE of the Electoral Act 1907 the SWDC monitors expenditure incurred during the financial year in relation to advertising agencies, market research organisations, polling organisations, direct mail organisations and media advertising organisations.

The details of the SWDC's expenditure in these areas is as follows:

Expenditure	Activity	Amount
Advertising Agency	Carat Australia Media Services	\$356
	Initiative Media Australia	\$2,955
Media Advertising	Collie River Valley Bulletin	\$2,001
	Collie CCI Business and Residential Directory	\$427
	Business News IIF Campaign	\$10,000
	Facebook/Meta IIF Advertising	\$105
	Seek	\$266
Direct Mail	Campaign Monitor	\$918
	Express Print	\$918
	Gumption	\$1,451

Credit Cards

There were seven credit cards held by SWDC.

Unauthorised use of credit cards

Officers of the Commission hold corporate credit cards where their functions warrant usage of this facility. Despite each cardholder being reminded of their obligations annually under the Agency's credit card policy, one employee inadvertently used the corporate credit card for a retail purchase not associated with official expenditure. The matter was not referred for disciplinary action as the chief finance officer noted the officer self reported the personal use, repaid funds after they had identified the transaction, and, that the nature of the expenditure was immaterial and characteristic of an honest mistake.

	2026 \$
Number of instances the Western Australian Government Purchasing Cards have been used for personal purpose	1
Aggregate amount of personal use expenditure for the reporting period	75
Aggregate amount of personal use expenditure settled by the due date (within 5 working days)	-
Aggregate amount of personal use expenditure settled after the period (after 5 working days)	75
Aggregate amount of personal use expenditure remaining unpaid at the end of the reporting period	-
Number of referrals for disciplinary action instigated by the notifiable authority during the reporting period	-

Disability access and inclusion Plan

The SWDC is committed to providing an inclusive environment in which all people can access our services and facilities. The SWDC is included in the overarching DPIRD Access and Inclusion Plan 2024-29. The five year plan identifies strategies to improve access and inclusion across seven outcome areas.

These are:

- People with disability have the same opportunities as other people to access the services of, and events organised by DPIRD and the Regional Development Commission.
- People with disability have the same opportunities as other people to access DPIRD and Regional Development Commission buildings and facilities.
- People with disability can readily receive and access information from DPIRD and the Regional Development Commissions in an appropriate format that suits their needs. Strategies Related
- People with disability receive the same level and quality of service as other people from DPIRD and the Regional Development Commissions.
- People with disability have the same opportunities as other people to make complaints to DPIRD and the Regional Development Commissions.
- People with disability have the same opportunities as other people to participate in any public consultation conducted by DPIRD and the Regional Development Commissions.
- People with disability have the same opportunities as other people to obtain and maintain employment with DPIRD and the Regional Development Commissions.

The DPIRD Access and Inclusion Plan 2024-29 can be found on our website.

Compliance with Public Sector Standards and Ethical Codes

The SWDC maintains strong governance around compliance with Public Sector Standards and Ethical Codes. All Policies, Codes of Conduct and Charters are regularly reviewed and updated to ensure compliance with Public Sector Commission updates. Integrity and Conduct Matters are a standing Agenda Item on the SWDC Board Agenda and all Board Members are required to complete online Code of Conduct training with annual refresher courses. All staff are reminded of Policies around Code of Conduct and other Ethical Policies and are also required to undertake mandatory online training. Policy refreshers are also a Standing Item on the regular staff meeting agenda.

The SWDC has had no compliance issues during the financial year regarding Public Sector Standards, Ethical Codes or internal Codes of Conduct.

Recordkeeping Plans

As required by Section 28 of the State Records Act 2000, the SWDC's Record Keeping Plan was reviewed and submitted to the State Records Office (SRO) on 1 November 2024. The SRO approved the SWDC Recordkeeping Plan on 21 November 2024. In accordance with the Act, the SWDC's Record Keeping Plan will be reviewed within five years of the approval date and submitted to the SRO by 21 November 2029.

Across our organisation, we consistently identify ways to improve our systems, policies and procedures. The SWDC is currently leading a pilot project with the participation of two other Regional Development Commissions and DPIRD to investigate the use of Microsoft 365 Sharepoint as an Electronic Documents Records Management System (EDRMS).

New staff members are required to undertake DPIRD's online recordkeeping training modules as part of their induction. The training modules improve awareness of recordkeeping practices and ensure key record system objectives are being met. DPIRD regularly review it's recordkeeping training initiatives and materials to ensure compliance with relevant legislation and standards.

Freedom of Information

The SWDC responded to 2 Freedom of Information requests in the 2025/26 Financial year.

Ministerial Directions

No Ministerial directives were received.

Employment and industrial relations

The South West Development Commission has a single employee, being the CEO, appointed to the role on a five-year contract. All other Commission staff are employed by Department of Primary Industries and Regional Development and provided to the Commission under arrangement via s29 of the Regional Development Commission Act 1993.

Staff Development

The South West Development Commission has a commitment to the development of its employees. Our strategies are to build a highly skilled and professional team, with the ability to adapt to changing business priorities, technologies, and environment.

During the financial year, our employees received training in the following areas: Sharepoint, CoPilot, Plain English, Outlook training.

In addition, a number of staff participated in regional economic development training as a result of a service agreement with the Economic Development Australia (EDA). This is a professionally recognised economic development training program for regional development practitioners.

6. Disclosures and Legal Compliances

Certification of Financial Statements

For the financial year ended 30 June 2026

The accompanying financial statements of the South West Development Commission have been prepared in compliance with the provisions of the *Financial Management Act 2006* from proper accounts and records to present fairly the financial transactions for the financial year ended 30 June 2026 and the financial position as at 30 June 2026.

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.



Derryn Howes
Chief Finance Officer
31 August 2026



Cate Brooks
Chief Executive Officer
31 August 2026



Danny Griffin
Chairman of the Board
31 August 2026

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Statement of Comprehensive Income

For the year ended 30 June 2026

	Notes	2026 \$'000	2025 \$'000
COST OF SERVICES			
Expenses			
Employee benefits expenses	2.1(a)	3,215	3,753
Supplies and services	2.3	1,221	1,775
Accommodation expenditure	2.3	403	387
Depreciation	4	582	483
Grants and subsidies	2.2	28	360
Other expenses	2.3	360	289
Total cost of services		5,809	7,047
Income			
Commonwealth grants	3.2	96	85
Other income	3.3	301	27
Total income		397	112
NET COST OF SERVICES		5,412	6,935
Income from State Government			
Income from other public sector entities	3.1	2,671	816
Resources received	3.1	3,228	5,120
Total income from State Government		5,899	5,936
INCOME/(DEFICIT) FOR THE PERIOD		487	(999)
OTHER COMPREHENSIVE INCOME			
Items not reclassified subsequently to profit or loss			
Changes in asset revaluation reserve		2,979	4,012
Total other comprehensive income		2,979	4,012
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD		3,466	3,013

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

Statement of Financial Position

As at 30 June 2026

	Notes	2026 \$'000	2025 \$'000
ASSETS			
Current Assets			
Cash and cash equivalents	6.1	449	209
Restricted cash and cash equivalents	6.1	1,566	840
Receivables	5.1	105	47
Total Current Assets		2,120	1,096
Non-Current Assets			
Amounts receivable for services	5.2	1,253	1,253
Infrastructure, property, plant and equipment	4	33,151	30,815
Receivables	5.1	11	11
Total Non-Current Assets		34,415	32,079
TOTAL ASSETS		36,535	33,175
LIABILITIES			
Current Liabilities			
Payables	5.3	150	246
Employee related provisions	2.1(b)	105	127
Total Current Liabilities		255	373
Non-Current Liabilities			
Employee related provisions	2.1(b)	12	-
Total Non-Current Liabilities		12	-
TOTAL LIABILITIES		267	373
NET ASSETS		36,268	32,802
EQUITY			
Contributed equity		23,679	23,679
Reserves		27,938	24,959
Accumulated deficit		(15,349)	(15,836)
TOTAL EQUITY		36,268	32,802

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 2026

	Contributed equity \$'000	Reserves \$'000	Accumulated deficit \$'000	Total equity \$'000
Balance at 1 July 2024	23,679	20,947	(14,837)	29,789
Deficit	-	-	(999)	(999)
Other comprehensive income	-	4,012	-	4,012
Total comprehensive loss for the period	-	4,012	(999)	3,013
Balance at 30 June 2025	23,679	24,959	(15,836)	32,802
Balance at 1 July 2025	23,679	24,959	(15,836)	32,802
Surplus	-	-	487	487
Other comprehensive income	-	2,979	-	2,979
Total comprehensive income for the period	-	2,979	487	3,466
Balance at 30 June 2026	23,679	27,938	(15,349)	36,268

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 2026

	Notes	2026 \$'000	2025 \$'000
CASH FLOWS FROM STATE GOVERNMENT			
Funds from other public sector entities		2,671	816
Net cash provided by State Government		2,671	816
<i>Utilised as follows:</i>			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee benefits		(338)	(314)
Supplies and services		(1,186)	(382)
Accommodation		(378)	-
Grants and subsidies		(28)	(360)
GST payments on purchases		(129)	(101)
Other payments		(182)	(211)
Receipts			
Commonwealth grants and contributions		96	85
GST receipts on sales		31	17
GST receipts from taxation authority		219	55
Other receipts		197	23
Net cash used in operating activities		(1,698)	(1,188)
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments			
Purchase of non-current assets		(7)	-
Net cash used in investing activities		(7)	-
Net increase/(decrease) in cash and cash equivalents		966	(372)
Cash and cash equivalents at the beginning of the period		1,049	1,421
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD	6.1	2,015	1,049

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

1. Basis of preparation

The South West Development Commission (Commission) is a WA Government entity and is controlled by the State of Western Australia, which is the ultimate parent. The Commission is a not-for-profit entity (as profit is not its principal objective). A description of the nature of its operations and its principal activities have been included in the '**Overview**' which does not form part of these financial statements.

These annual financial statements were authorised for issue by the Accountable Authority of the Commission on 31 August 2026.

Statement of compliance

The financial statements are general purpose financial statements which have been prepared in accordance with Australian Accounting Standards – Simplified Disclosures, the Conceptual Framework and other authoritative pronouncements issued by the Australian Accounting Standards Board (AASB) as modified by Treasurer's instructions. Some of these pronouncements are modified to vary their application and disclosure.

The *Financial Management Act 2006* and Treasurer's instructions, which are legislative provisions governing the preparation of financial statements for agencies, take precedence over AASB pronouncements. Where an AASB pronouncement is modified and has had a significant financial effect on the reported results, details of the 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 as contributions by owners by *TI 8 - Requirement 8.1(i)* and have been credited directly to Contributed Equity.

Comparative information

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

- Infrastructure, Property, Plant and Equipment 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.

2. Use of Our Funding

Expenses incurred in the delivery of services

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

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

2.1. (a) Employee benefits expenses

	2026 \$'000	2025 \$'000
Employee benefits	2,769	3,376
Superannuation - defined contribution plans	440	375
Other related expenses	6	2
Total employee benefits expenses	3,215	3,753

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

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

2.1. (a) Employee benefits expenses (continued)

In previous years, resources provided by Department of Primary Industries and Regional Development (DPIRD) to support the Commission in the fulfilment of its statutory functions and obligations under the *Regional Development Commissions Act 1993* were recognised as a single line item in the note above. To enhance the presentation of the Commission's operating costs, these resources are now allocated and presented by nature of expense within the Statement of Comprehensive Income and related disclosures above. See Note 3.1 for the total income recognised with respect to the provision of these resources.

2.1. (b) Employee related provisions

	2026 \$'000	2025 \$'000
Current		
<u>Employee benefits provisions</u>		
Annual leave	57	52
Long service leave	35	60
	92	112
<u>Other provisions</u>		
Employment on-costs	13	15
Total current employee related provisions	105	127
Non-Current		
<u>Employee benefits provisions</u>		
Long service leave	11	-
<u>Other provisions</u>		
Employment on-costs	1	-
Total non-current employee related provisions	12	-
Total employee related provisions	117	127

2.1. (b) Employee related provisions (continued)

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.

The employee related provisions and accrued salaries (Note 5.3) relate solely to the Chief Executive Officer, who is the Commission's only employee.

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.

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

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

	2026 \$'000	2025 \$'000
Employment on cost provision		
Carrying amount at start of period	15	8
Additional provisions recognised		7
Payments/other sacrifices of economic benefits	(1)	-
Carrying amount at end of period	14	15

Key sources of estimation uncertainty- long service leave

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

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

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

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

2.2. Grants and subsidies

	2026 \$'000	2025 \$'000
Other Grant Payments	27	232
Public sector organisations	-	128
Local Government agencies	1	-
Total recurrent grants and subsidies	28	360

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

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

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

2.3. Other expenditure^(a)

	2026 \$'000	2025 \$'000
Supplies and services		
Board fees	82	94
Communications	44	28
Professional Services	837	1,125
Consumables	91	130
Travel	35	45
Insurance	8	7
Licences fees and registration	9	70
Lease rent and hire costs	80	73
Internal audit fees	-	9
Advertising	3	32
Other	32	162
Total supplies and services expense	1,221	1,775
Accommodation expenses		
Rental	334	321
Repairs and maintenance	34	20
Utilities, rates and charges	35	46
Total accommodation expenses	403	387
Other expenses		
Repairs & Maintenance	185	216
Audit fees	-	25
Other expenses	175	48
Total other expenses	360	289
Total other expenditure	1,984	2,451

^(a) In previous years, resources provided by Department of Primary Industries and Regional Development (DPIRD) to support the Commission in the fulfilment of its statutory functions and obligations under the *Regional Development Commissions Act 1993* were recognised as a single line item in the note above. To enhance the presentation of the Commission's operating costs, these resources are now allocated and presented by nature of expense within the Statement of Comprehensive Income and related disclosures above. See Note 3.1 for the total income recognised with respect to the provision of these resources.

2.3. Other expenditure (continued)

Supplies and services expenses are recognised as an expense in the reporting period in which they are incurred.

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

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

3. Our Funding Sources

How we obtain our funding

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

	Notes
Income from State Government	3.1
Commonwealth grants	3.2
Other income	3.3

3.1. Income from State Government

	2026 \$'000	2025 \$'000
Income received from other public sector entities during the period:		
Department of Primary Industries and Regional Development - operational funding	2,671	816
Total grants and subsidies	2,671	816
Resources received from other public sector entities during the period:		
Services received free of charge ^(a)	3,228	5,120
Total resources received	3,228	5,120
Total income from State Government	5,899	5,936

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

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

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

3.2. Commonwealth grants

	2026 \$'000	2025 \$'000
Recurrent grants	96	85

Recurrent grants are recognised as income when the grants are receivable.

3.3. Other income

	2026 \$'000	2025 \$'000
Other sundry income	301	-
Return of unspent grant monies	-	27
Total other income	301	27

4. Infrastructure, property, plant and equipment

Year ended 30 June 2026	Land	Buildings	Computer Hardware (\$000)	Office equipment (\$000)	Infrastructure (\$000)	Works of art (\$000)	Total (\$000)
1 July 2025							
Gross carrying amount	12,915	17,825	58	34	809	50	31,691
Accumulated depreciation	-	-	(37)	(34)	(173)	-	(244)
Accumulated impairment loss	-	-	-	-	(632)	-	(632)
Carrying amount at start of year	12,915	17,825	21	-	4	50	30,815
Additions	-	-	-	7	-	-	7
Retirements/(transfers)	(60)	-	(8)	-	-	-	(68)
Revaluation increments recognised in other comprehensive income	1,610	1,369	-	-	-	-	2,979
Depreciation	-	(570)	(9)	(2)	(1)	-	(582)
Carrying amount at 30 June 2026	14,465	18,624	4	5	3	50	33,151
Gross carrying amount	14,465	18,624	51	41	809	50	34,040
Accumulated depreciation	-	-	(47)	(36)	(174)	-	(257)
Accumulated impairment loss	-	-	-	-	(632)	-	(632)

Initial recognition

Items of property, plant and equipment and infrastructure, 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

Subsequent to initial recognition of an asset, the revaluation model is used for the measurement of land, buildings and infrastructure.

Land is carried at fair value.

Buildings and infrastructure are carried at fair value less accumulated depreciation and accumulated impairment losses.

All other plant and equipment are stated at historical cost less accumulated depreciation and accumulated impairment losses.

Land, buildings and infrastructure are independently valued annually by the Western Australian Land Information Authority (Landgate). The effective date was at 1 July 2025, with valuations performed during the year ended 30 June 2026 and recognised at 30 June 2026.

In addition, for buildings under the current replacement cost basis, estimated professional and project management fees are included in the valuation of current use assets as required by AASB 2022-10 *Amendment to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-For-Profit Public Sector Entities*.

These valuations are undertaken annually to ensure that the carrying amount of the assets does not differ materially from their fair value at the end of the reporting period.

4. Infrastructure, property, plant and equipment (continued)

Valuation techniques and inputs

Level 2 assets

Fair values of non-current assets held for sale, and market type land are derived using the market approach. Market evidence of sales prices of comparable assets in close proximity is used to determine price per square metre.

Level 3 assets

Land assets

Fair value for restricted use land is based on comparison with market evidence for land with low level utility (high restricted use land). The relevant comparators of land with low level utility are selected by Landgate and represents the application of a significant Level 3 input in this valuation technique. The fair value measurement is sensitive to values of comparator land, with higher values of comparator land correlating with higher estimated fair values of land.

Building assets and infrastructure

Fair value for current use buildings is determined by reference to the cost of replacing the remaining future economic benefits embodied in the asset. Current replacement cost is generally determined by reference to the market observable replacement cost of a substitute asset of comparable utility and the gross project size specifications, adjusted for obsolescence. Obsolescence encompasses physical deterioration, functional (technological) obsolescence and economic (external) obsolescence.

Valuation using current replacement cost utilises the significant Level 3 input of obsolescence estimated by Landgate. The fair value measurement is sensitive to the estimate of obsolescence, with higher values of the estimate correlating with lower estimated fair values of buildings.

In addition, professional and project management fees estimated and added to the current replacement costs provided by Landgate for current use buildings represent significant Level 3 inputs used in the valuation process. The fair value of these assets will increase with a higher level of professional and project management fees.

Basis of valuation

In the absence of market-based evidence, due to the specialised nature of some non-financial assets, these assets are valued at Level 3 of the fair value hierarchy on a current use basis (presumed to be the highest and best use), which recognises that restrictions or limitations have been placed on their use and disposal when they are not determined to be surplus to requirements. These restrictions are imposed by virtue of the assets being held to deliver a specific community service.

Useful lives

All infrastructure, 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 the different asset classes for current and prior years are as follows:

- Buildings 20 to 40 years
- Computer hardware 3 years
- Infrastructure 20 to 29 years
- Office equipment 3 to 10 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.

Land and works of art which are considered to have an indefinite life, are not depreciated. Depreciation is not recognised in respect of these assets because their service potential has not, in any material sense, been consumed during the reporting period.

4. Infrastructure, property, plant and equipment (continued)

Impairment

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

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

Where a previously revalued asset is written down to its recoverable amount, the loss is recognised as a revaluation decrement through other comprehensive income to the extent that the impairment loss does not exceed the amount of revaluation surplus for the class of asset.

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

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

As at 30 June 2026, there were no indications of impairment to property, plant and equipment. Indications of impairment of Infrastructure have existed since 2018-19 with no subsequent changes noted. This impairment is related to the Pemberton Hydro Power Station which has been non-operational since 2011 and its financial performance during operation was only 6% of what had been anticipated.

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:

	Notes
Receivables	5.1
Amounts receivable for services	5.2
Payables	5.3

5.1. Receivables

	2026 \$'000	2025 \$'000
Current		
GST receivable	-	44
Other debtors	105	3
Total current receivables	105	47
Non-current		
Accrued salaries account ^(a)	11	11
Total non-current	11	11
Total receivables	116	58

^(a) Funds transferred to Treasury for the purpose of meeting the 27th pay in a financial year that generally occurs every 11 years. This account is classified as non-current for 10 out of 11 years. This account is classified as noncurrent except for the year before the 27th pay year

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.

Accrued salaries account contains amounts paid annually into the Treasurer's special purpose account. It is restricted for meeting the additional cash outflow for employee salary payments in reporting periods with 27 pay days instead of the normal 26. No interest is received on this account.

5.2. Amounts receivable for services (Holding Account)

	2026	2025
	\$'000	\$'000
Non-current at end of period	1,253	1,253

Amounts receivable for services represent the non-cash component of service appropriations. It is restricted in that it can only be used for asset replacement or payment of leave liability. Amounts receivable for services are considered not impaired (i.e. there is no expected credit loss of the Holding Account).

5.3. Payables

	2026	2025
	\$'000	\$'000
Current		
Trade payables	93	239
Accrued expenses	47	-
Accrued salaries	10	7
Total current other payables	150	246

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 15-20 days.

6. Financing

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

	Notes
Cash and cash equivalents	6.1
Capital commitments	6.2

6.1. Cash and cash equivalents

	2026	2025
	\$'000	\$'000
Non-restricted cash and cash equivalents	449	209
Balance at end of period	449	209
Restricted cash and cash equivalents		
Non-Royalties for Regions fund restricted cash		
Picton Land Development	553	553
South West Event	33	33
Tradestart	230	193
Withers Urban Renewal	46	46
Land Asset Management - SWDC	301	15
	1,163	840
Royalties for Regions Fund Projects Restricted cash		
Bunbury Dolphin Discovery Centre	403	-
	403	-
Current restricted cash and cash equivalents	1,566	840
Total cash and cash equivalents	2,015	1,049

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.

6.2. Capital commitments

There are no known capital expenditure commitments, being contracted capital expenditure additional to the amounts reported in the financial statements (2025: None).

7. Financial instruments and Contingencies

	Notes
Financial instruments	7.1
Contingent assets and contingent 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:

	2026 \$'000	2025 \$'000
Financial assets		
Cash and cash equivalents	2,015	1,049
Financial assets at amortised cost ^(a)	1,358	1,256
Total financial assets	3,373	2,305
Financial liabilities		
Financial liabilities at amortised cost ^(a)	150	246
Total financial liabilities	150	246

^(a) Excludes GST recoverable/(payable) from/to the ATO (statutory receivable/statutory payable).

7.2. Contingent assets and contingent liabilities

Contingent assets and contingent liabilities are not recognised in the statement of financial position but are disclosed and, if quantifiable, are measured at the best estimate inclusive of GST receivable or payable respectively.

There were no contingent assets or contingent liabilities which would affect the Commission at the end of June 2026 (2025: None).

8. Other Disclosures

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

	Notes
Events occurring after the end of the reporting period	8.1
Initial application of Australian Accounting Standards	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
Supplementary financial information	8.9
Explanatory statement	8.10

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 Accountings Standards

The following standard has been applied for the first time for the reporting period ended on 30 June 2026:

There are no new or amending standards that are relevant to the Commission for the reporting period ended on 30 June 2026.

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 (\$)	2026	2025
Compensation of members of the accountable authority		
70,001 - 80,000	1	1
10,001 - 20,000	-	1
0 - 10,000	4	4
Compensation of senior officers		
250,001 - 300,000	1	-
200,001 - 250,000	-	1
150,001 - 200,000	4	3
100,001 - 150,000	-	1
50,001 - 100,000	1	2
0 - 50,000	1	-
	2026	2025
	\$'000	\$'000
Total compensation for members of the accountable authority and senior officers	1,194	1,196

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

8.4. Related party transactions

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

Related parties of the Commission include:

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

Material transactions with other related entities

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

8.5. Related bodies

The Commission had no related bodies during the reporting period.

8.6. Affiliated bodies

The Commission had no affiliated bodies during the reporting period.

8.7. Special purpose accounts

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

8.8. Remuneration of auditors

No remuneration paid or payable to the Auditor General in respect of the audit for the current financial year (2025: \$35,000). The Auditor General has dispensed with the audit for 30 June 2026 under section 14 of the *Auditor General Act 2006*.

8.9. Supplementary financial information

(a) Write-offs

There were no write-offs during the financial year.

(b) Losses through theft, defaults and other causes

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

(c) Gift of public property

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

8.10. Explanatory statement

The Commission is exempt from preparing an Explanatory Statement as required under *TI 3 Financial Sustainability (7) – Explanatory Statement* as their Total Cost of Services is below \$10 million for the two most recent consecutive comparative periods.

6.1 Key Performance Indicators for the year ended 30 June 2026

CERTIFICATION OF KEY PERFORMANCE INDICATORS

We hereby certify that the performance indicators are based on proper records, are relevant and appropriate for assisting users to assess the South West Development Commission's performance, and fairly represent the performance of the South West Development Commission for the year ended 30 June 2026.



Danny Griffin
Chairman of the Board
31 August 2026



Cate Brooks
Chief Executive Officer
31 August 2026

DETAILED INFORMATION IN SUPPORT OF KEY PERFORMANCE INDICATORS

Relationship to Government Goals

The South West Development Commission delivers the Regional Development service to coordinate and promote balanced economic development of the South West Region.

This service includes:

- providing strategic advice to Government on regional priorities and opportunities;
- facilitating collaboration between government, industry, Aboriginal organisations, local government and community stakeholders;
- coordinating and supporting regional development initiatives and investment opportunities; and
- administering and supporting programs that contribute to economic diversification, regional resilience and community wellbeing.

This service contributes to the Commission's Desired Outcome by coordinating and promoting an environment which is conducive to the balanced economic development of the South West Region. In doing so, the Commission also supports the delivery of the Western Australian Government's goals of diversifying the economy, creating local jobs for the future, and supporting local regional communities to thrive.

Government Goal	Desired Outcome	Service
WA Jobs Plan: Diversifying the WA economy, creating local jobs for the future.	The Commission's outcome is to coordinate and promote an environment which is conducive to the balanced economic development of the South West Region.	Regional Development
Safe, Strong, and Fair communities: Supporting our local regional communities to thrive		

Key Effectiveness Indicator

The key effectiveness indicator measures the extent to which the Commission is effective and makes a positive contribution to the economic and social development of the South West region.

The Commission’s effectiveness in achieving its government desired outcome is measured by undertaking an annual survey of key clients and stakeholders. This survey is conducted by an independent market research company. 235 stakeholders were identified, comprising of Local, State and Commonwealth agencies, as well as private entities and non-government agencies. A total of 93 completed surveys were obtained from this client contact list (a response rate of 40%), giving a maximum margin of error ratio of +/- 8.75% at the 95% confidence level.

Although the response rate was less than 50%, the Commission believes that the responses fairly present a broad range of clients and stakeholders.

Respondents were asked if the Commission is effective and makes a balanced positive contribution to the social and economic development of the South West region.

The percentage below represents the respondents who thought the Commission was average or better in that regard of the results of the question asked above.

Key Effectiveness Indicator:	Actual 2022	Actual 2023	Actual 2024	Actual 2025	Target 2026	Actual 2026
The Commission is effective and makes a positive contribution to the economic and social development of the South West region.	90%	89%	89%	84%	90%	87%

Key Efficiency Indicator

Average cost per hour

The operating costs of the South West Development Commission are based on the Statement of Comprehensive Income total cost of services (excluding grants and subsidies) for the relevant period. Hourly cost is determined by dividing the expenditure for the period by the total hours worked for the period.

Key Efficiency Indicator	Actual 2023	Actual 2024	Actual 2025	Target ³ 2026	Actual 2026
Average cost ¹ per hour ²	\$131	\$169	\$194	\$208	\$143

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

Note 2: Hours are calculated using a calculation method consistent with Department of Primary Industries and Regional Development and other Commissions. Hours include all paid hours of staff and contractors but exclude annual and long service leave or unpaid overtime.

Note 3: The target cost per hour is an estimated figure based on budgeted expenditure and staffing levels.

Comments

Hours worked were 7% above target partially reflecting the additional resourcing for the Innovative Industries of the Future conference (IIF) and Tradestart program. The operating costs are lower than target due to timing of expenditure on Transforming Bunbury Waterfront and Amtech projects as well as the IIF conference. The combination of the higher hours worked and lower operating costs results in the reduced average cost per hour for 2026.

7. Appendices

Table 1: Grant funding provided in 2025-26

Funding Source	Recipients	Project Title	Funding
Regional Economic Development (RED) Grants	Bahen & Co	Unlocking Advanced Food Manufacturing Capacity in the South West: Bahen & Co's Advanced Refining Plant	\$150,000
	Margaret River Hops	Hops Processing Facility Upgrades	\$150,000
	Boyup Brook Co-operative Company	Boyup Brook Co-operative Expansion Project	\$100,000
	Newton Orchard Packing and Marketing P/L	Export Cherry Pack line Upgrade	\$100,000
	RCR Mining Technologies	South West Advanced Manufacturing TAFE Block Training Facility for Regional Industry	\$100,000
	Rocky Ridge Brewing Co	Scaling Sustainable Manufacturing: High-Speed Automated Packaging Infrastructure for National and International Market Expansion	\$100,000
	Belvedere Valley Enterprises	Belvedere Valley Thermal Chamber for on Farm Closed Loop Waste Processing	\$25,000
	Bridgetown Winery	Blackwood Valley Wine Farm – A Community Cellar Door for the Blackwood Valley Wine Region	\$18,223
	Carbon Recycle Pty Ltd	Collie End-of-life Tyres Pyrolysis Plant Feasibility Study	\$100,000
Collie Futures Small Grants Program (CFSGP)	Carbon Recycle Pty Ltd	Collie End-of-life Tyres Pyrolysis Plant Feasibility Study	\$100,000
	Lara Burek	Lavella Park Agistment and Rehabilitation Centre	\$100,000
	Collie Radiator Service	Collie Radiator Service Diversification Project	\$99,978
SWDC Grants 2025/26	Bunbury Car Club	Bunbury Speedway South West Development Committee Sponsorship	\$10,000
	GKB Impact Pty Ltd	First People GKB Impact Marketing Strategy	\$10,000
	AgriStart (Trading as Innovation Cluster)	2026 Regional Innovation Summit Sponsorship	\$10,000

Funding Source	Recipients	Project Title	Funding
SWDC Small Grants and Sponsorship 2025/26	RDA South West	Re-thinking Business as Usual	\$5,000
	Bunbury Geographe Chamber of Commerce and Industry	2026 Bunbury Geographe Business Excellence Awards	\$4,750
	Bunbury Senior High School	Transforming Bunbury's Waterfront Stage 3 project-Marley Mural	\$3,000
	Undalup Association Inc.	Bunuru Festival 2026	\$3,000
	BOP Industries PTY LTD	EduFest WA Regional Professional Learning Day - South West	\$2,500
	Collie Chamber of Commerce and Industry Inc	2026 South32 Collie Business Awards	\$2,500
	Margaret River Chamber of Commerce and Industry	Margaret River Region Business Awards	\$2,000
	City of Bunbury	Walk for Reconciliation Goomburrup 2026	\$1,000
	Collie Cheerio Club	2025 Collie Cheerio Club Pensioners Christmas Party	\$1,000
	Volunteer South West	South West Volunteering Awards 2026	\$1,000

8. Annual Report 2026 Image & Source List

Cover: Image: Koomal Dreaming, Ngilgi Cave Ancient Lands Experience (Source: Tourism Western Australia)

Page 2: Image: Wow Wilderness EcoCruise, Southern Forests & Valleys (Source: Tourism Western Australia)

Page 4: Image: Koomana Bay Foreshore, Bunbury (Source: Tourism Western Australia)

Page 7: Image: Road Tripping, Collie Region (Source: Tourism Western Australia)

Page 15: Image: Bunbury Port, Bunbury (Source: DTMI)

Page 16: Image: Throssell Street, Collie Town Centre, (Source: SWDC)

Page 24-25: Image: Anchor uncovered with The Bunbury Waterfront work (Source: SWDC)

Page 26: Image: Cape Naturaliste Lighthouse, Margaret River Region (Source: Tourism Western Australia)

Page 28: Image: Capel Marron Farm, Capel (Source: SWDC)

Page 28: Image: 2026 Networking at Budget Sundowner Event, Margaret River (Source: SWDC)

Page 29: Image: Koomal Dreaming, Ngilgi Cave Ancient Lands Experience, Margaret River Region (Source: Tourism Western Australia)

Page 30: Image: Laminex Group, Dardanup (Source: SWDC)

Page 30: Image: The Avocado Collective, Manjimup (Source: The Avocado Collective)

Page 31: Image: Keystart workshop, Bunbury (Source: SWDC)

Page 34-35: Image: Koomal Dreaming, Ngilgi Cave Ancient Lands Experience, Margaret River Region (Source: Tourism Western Australia)

Page 36-37: Image: Pair'd Festival, Natures Table, Margaret River (Source: Tourism Western Australia)

Page 28-29: Image: SWDC Consultation Workshop (Source: SWDC)

Page 41: Image: AMTECH Sod Turn. L-R: Minister Don Punch MLA, Minister Amber-Jade Sanderson MLA, Jodie Hanns MLA, Cr. Tyrrell Gardiner (Source: SWDC)

Page 42: Image: Wellington Dam Wall Mural, Wellington National Park, Collie Region (Source: Tourism Western Australia)

Page 43: Image: Bunbury Outer Harbour, Bunbury (Source: DTMI)

Page 43: Image: Bunbury Outer Harbour, Bunbury (Source: SWDC)

Page 44: Image: iIF Conference Launch Event, L-R Danny Giffin, Dr Natasha Teakle, Ben van Delden, Minister Stephen Dawson MLC (Source: SWDC)

Page 45: Image: Wow Wilderness EcoCruises, Southern Forests & Valleys (Source: Tourism Western Australia)

Page 46: Image: Busselton Jetty Underwater Observatory, Busselton (Source: Tourism Western Australia)

Page 47: Image: Bunbury Waterfront Briefing, L-R Anthony Wilson (DTMI), Colin Hart (DTMI), Michelle Elson (SWDC), Poppy Evans (SWDC) and Megan Willis (DTMI) (Source: SWDC)

Page 48: Image: TradeStart WA Fine Wine Mission, Shanghai (Source: SWDC)

Page 48: Image: TradeStart Taste WA Premium Food Mission, Manjimup (Source: SWDC)

Page 49: Image: Minister Don Punch MLA RED Grants (Source: SWDC)

Page 49: Image: RED Grant Recipients - RCR (Source: SWDC)

Page 50: Image: Busselton Margaret River Airport (Source: SWDC)

Page 51: Image: Koomal Dreaming, Ngilgi Cave Ancient Lands Experience, Margaret River Region (Source: Tourism Western Australia)

Page 53: Image: Voltage Lodge, Collie (Source: SWDC)

Page 55: Image: Ngalang Wongi Aboriginal Tours, Bunbury (Source: ASW)



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