



Great Southern
Development Commission

Annual Report **2025-26**

Acknowledgement of Country

*Ngala kattidj nidja Noongar moort boodja wer
gorah-gorah wer yy-i wer mila.*

*Ngala koort-kwab nidja boodja-k wer kattidj netingar
wer bee-dee-eer wer gorah-gorah wer yy-i wer mila.*

We acknowledge this is Noongar peoples' country from long, long ago to now to the future.

We are happy to be on this country and acknowledge ancestors and elders from long, long ago to now to the future.

The Board and employees of the Great Southern Development Commission acknowledge the traditional custodians of the lands upon which we operate: the Menang, Wilman, Kaneang, Wudjari, and Goreng Noongar peoples.

We acknowledge their continuing connection to the lands, waters, and sky, and celebrate their over 65,000 years of life on this land.

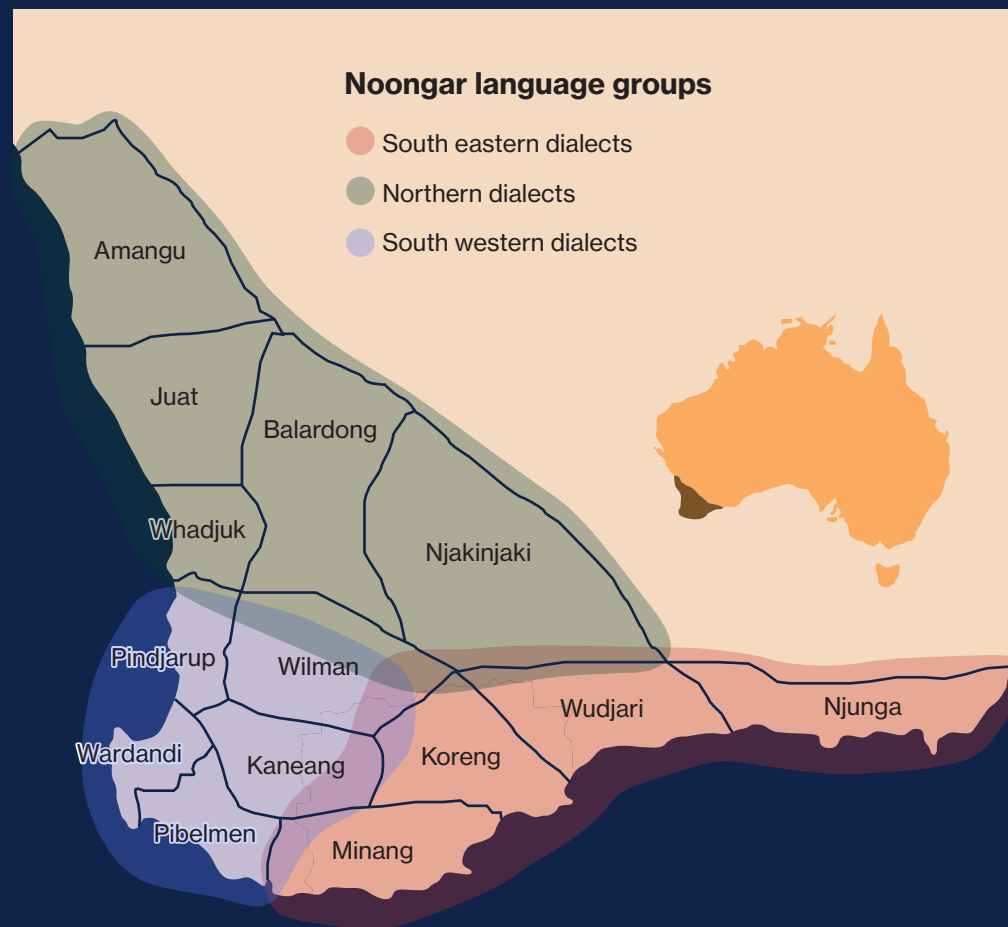
We pay our respects to Elders past and present.

Mooditch Nop Dance Group perform at Lighting the Sound
Krysta Guille



Noongar people of the Great Southern

In the Great Southern region of Western Australia, the Aboriginal population is predominantly made up of Noongar people, who are part of one of the largest and oldest continuous cultural groups in Australia. Within the Noongar Nation, there are 14 distinct language groups, and five of these are located in the Great Southern region. The content below has been collated from the Noongar Boodgar Language Centre.



Menang (Minang)

The Menang people are the traditional custodians of the coastal lands surrounding Kinjarling, stretching from King George Sound north to the Stirling Range. Their deep connection to land, sea, and sky is reflected in their stories and language.

Wilman (Wiilman)

The Wilman people are the traditional owners of a large area spanning Narrogin, Wagin, Williams, Collie and reaching into the northern part of Katanning in the Great Southern region. Their culture is deeply connected to Country, with ancestral stories and songlines carrying knowledge and meaning across the landscape.

Kaneang (Kaneang/Kaneany)

The Kaneang people are the traditional custodians of lands encompassing Katanning, Tambellup, Cranbrook, Donnybrook, and Bridgetown. Their revitalised language and cultural practices ensure that Kaneang kaartdijin (knowledge) continues to be passed down to future generations.

Wudjari

The Wudjari people are the traditional custodians of the southern coastal lands from the Gairdner River to Point Malcolm, including Ravensthorpe, Esperance, and Cape Arid. Their country is rich in biodiversity and cultural significance, with ancient songlines and sacred sites.

Goreng (Koreng)

The Goreng people, also known as Koreng, are the traditional owners of a vast inland area stretching from the Gairdner River to Bremer Bay and inland to Jerramungup, Pingrup, and Gnowangerup. Their cultural practices are deeply tied to the land and its seasonal rhythms.



Welcome

Welcome to the
Great Southern Development Commission
2025-26 Annual Report.

This Annual Report outlines who we are, what we do, and how we work to develop the Great Southern region. With this report, we aim to provide a transparent overview of our activities over the last 12 months for Parliament, our stakeholders, and our community.

Image: Flower display at Mount Trio
CJ Maddock

Cover image: Lighting the Sound, Albany 2026
Astrid Volzke

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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

In accordance with section 63 of the *Financial Management Act 2006*, we hereby submit for your information and presentation to Parliament, the Annual Report of the Great Southern Development Commission (GSDC) for the financial year ended 30 June 2026.

In the performance of its functions, GSDC complies with all relevant written laws including but not limited to:

- *Regional Development Commissions Act 1993*
- *Corruption, Crime and Misconduct Act 2003*
- *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*
- *Work Health and Safety Act 2020*
- *Privacy and Responsible Information Sharing Act 2024*
- *Procurement Act 2020*
- *Public Interest Disclosure Act 2003*
- *Public Sector Management Act 1994*
- *Royalties for Regions Act 2009*
- *Salaries and Allowances Act 1975*
- *State Records Act 2000*
- *State Supply Commission Act 1991*

In GSDC's financial administration, we have complied with the requirements of the *Financial Management Act 2006* and every other relevant written law. We have exercised controls which provide reasonable assurance that the receipt and expenditure of moneys, and the acquisition and disposal of public property and incurring of liabilities have been in accordance with legislative provisions.

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



Ricky Burges
Chair
2 September 2026



Jarrad Gardner
A/Chief Executive Officer
2 September 2026



Farming land at the foot of the Stirling Ranges
Heidi Mayes Photography

A message from the Chair and Chief Executive Officer



Our vision is for a thriving, sustainable and resilient Great Southern, where strong communities, diverse industries and responsible growth create lasting prosperity.

Throughout 2025-26, GSDC worked with partners across government, industry, Aboriginal organisations, local leadership and community to advance this vision. It was a year shaped by strategic progress, renewed focus and practical action to support the long-term development of the Great Southern.

A defining milestone was the release of GSDC's new Strategic Plan in March 2026. Aligned with State Government priorities and the WA Regional Development Framework, it sharpens our focus and provides a clear roadmap for responding to the social, economic and environmental factors shaping quality of life across the region.

Albany's inclusion in the State Government's Seven Cities vision was another significant step, recognising its role as the service, employment and economic hub of the Great Southern. The launch of Albany 2026 also brought culture, community and shared identity to the forefront, positioning Kinjarling / Albany on the global stage while recognising the enduring cultural connection of the Menang Noongar people.

Across our strategic focus areas, GSDC supported work that strengthened regional capability and created practical outcomes. This included delivering more than \$1 million through Round 8 of the Regional Economic Development Grants program, helping local businesses pursue government contracting opportunities, and strengthening international market access for premium Great Southern products.

Housing and health remained key priorities for regional growth and liveability. We collaborated with local government to progress the Homes for Regional Workforce Growth strategy and worked alongside industry and State Government to support the Spencer Park Hardie Road Project. Through the Great Southern Health and Care Economy Initiative, we also worked with partners to better understand the region's future health service, workforce, training and infrastructure needs.

Environmental resilience and infrastructure planning continued to support the region's long-term future. Our Regional Drought Resilience Plans helped communities and industries prepare for a drying climate, while work on the South Coast Transition roadmap and renewable energy opportunities supported the shift to a low-carbon economy.

"Working closely with Natasha Monks throughout 2025-26 was a privilege, and I thank her for the strong and vibrant leadership she brought to GSDC. I would like to acknowledge the support of our Ministers, the Hon. Stephen Dawson MLC and the Hon. Reece Whitby MLA, and thank the GSDC Board for its guidance, stewardship and continued commitment to the region. I warmly welcome Jarrad as Acting Chief Executive Officer and look forward to continued progress under his leadership as we work together to shape a thriving Great Southern where people choose to live, work, invest and grow."
Ricky Burges PSM, Chair, GSDC Board of Management

"I would like to extend my thanks to Natasha Monks for her leadership throughout 2025–26, and to the entire team at GSDC for their professionalism and dedication. Thank you to Ricky and the GSDC Board for your confidence and guidance as I step into the role of Acting Chief Executive Officer. I would also like to acknowledge our government, industry and community partners for their ongoing collaboration as we work together to support a thriving Great Southern." Jarrad Gardner, Acting Chief Executive Officer, GSDC

We also continued to advocate for infrastructure and development priorities across the region. During the year, meaningful progress was made on the Albany 2050 Waterfront Master Plan, we welcomed the opening of the Southern Ocean Surf Reef, and supported coordination around the Albany Gas Network transition.

We were proud to support regional reconciliation and cultural recognition through initiatives such as the Koodjal Business Support Workshops and the launch of Australia's first place-based Reconciliation Action Plan in the Great Southern. These initiatives reflect the importance of truth-telling, cultural recognition and Aboriginal participation in regional leadership.

Behind this work is an ongoing commitment to organisational excellence. During the year, GSDC invested in governance, capability and performance to implement privacy and responsible information sharing reforms, contribute regional intelligence during supply chain disruptions, and monitor organisational performance through our independent client survey.

As we reflect on 2025-26, we recognise the resilience, ambition and generosity of communities across the Great Southern. The achievements highlighted in this report reflect the value of place-based regional development and the strength of local partnerships.

We acknowledge the support of the Hon. Stephen Dawson MLC, Minister for Regional Development, and the Hon. Reece Whitby MLA, Minister for the Great Southern, and thank them for their leadership and commitment to our region. We also thank our State Government partners, local governments, Aboriginal leaders and organisations, industry representatives, community groups and regional stakeholders for their continued collaboration.

We extend our sincere thanks to the GSDC Board for their guidance and stewardship. During the year we welcomed new and returning Board members Darren Moir, Robert Carruthers and Perin Mulcahy, and farewelled Annie Roberts, James Leiper and Liz Guidera with appreciation for their valued service.

Finally, we acknowledge the professionalism, insight and commitment of our staff. Their work across the region continues to help turn shared priorities into practical outcomes and support a strong, resilient future for the Great Southern.



Ricky Burges PSM
Chair, GSDC Board of Management



Jarrad Gardner
A/Chief Executive Officer, GSDC

Overview

Wild Gravel event in the Stirling Range National Park
Patrick Boere Photography

About our region

The Great Southern is one of nine regions in Western Australia, featuring 250km of Southern Ocean coastline and extending 200km inland. The landscape is characterised by dramatic coast in the south, ancient mountain ranges, towering forest, and fertile agricultural lands producing world-class premium food and wine.



39,000km² land



250km coastline



Menang, Kaneang, Goreng, Wudjari, Wilman Noongar peoples' lands



11 local government authorities



12 national parks



ALBANY



Perth to Albany, 50min by air



Perth to Albany, 4.5hr by road

Data reference: Department of Biodiversity, Conservation and Attractions

Great Southern snapshot



28,569
JOBS



2.5%
UNEMPLOYMENT



7,411
BUSINESSES



669,000
ANNUAL TRIPS
TO THE REGION



\$5.8B
GROSS REGIONAL
PRODUCT



\$1.0M
RED GRANTS IN
2025-26

ANNUAL INDUSTRY OUTPUTS

AGRICULTURE, FORESTRY AND FISHING

\$2.6B

MANUFACTURING

\$1.6B

CONSTRUCTION

\$1.5B

TOTAL INDUSTRY OUTPUTS

\$11.8B

TOP PRIMARY COMMODITIES

BARLEY

\$293.4M

WHEAT

\$285.8M

CANOLA

\$273.5M

LIVESTOCK

\$269.9M



POPULATION

67,150



AVERAGE AGE

45 years



INDIGENOUS
POPULATION

5%



INDIGENOUS
LANGUAGE GROUPS

Five



BORN OVERSEAS

26.2%

Data reference: April 2026 Great Southern Regional Snapshots and REMPLAN

Albany wind farm

About us

Who we are

Founded in 1994 under the [Regional Development Commissions Act 1993](#), the Great Southern Development Commission is a statutory authority of the Western Australian Government, one of nine such agencies serving different regions across WA. Reporting to the Minister for Regional Development, GSDC has a Chief Executive Officer and team based in the Great Southern, who are overseen by a Board of Management with community, local government, and ministerial representatives.

What we do

Our role is to drive sustainable economic and social development across the Great Southern region, making it an exceptional place to live, work, invest, and do business.

Working strategically with government, business, Aboriginal organisations and our communities, GSDC helps coordinate regional priorities, unlock investment and support delivery where it matters most.

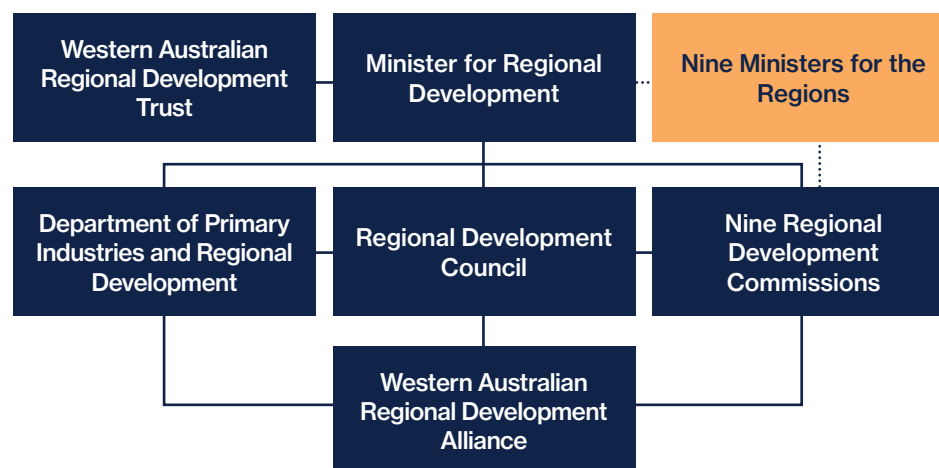
Enabling legislation

Our objectives, as set out in the *Regional Development Commissions Act*, are to:

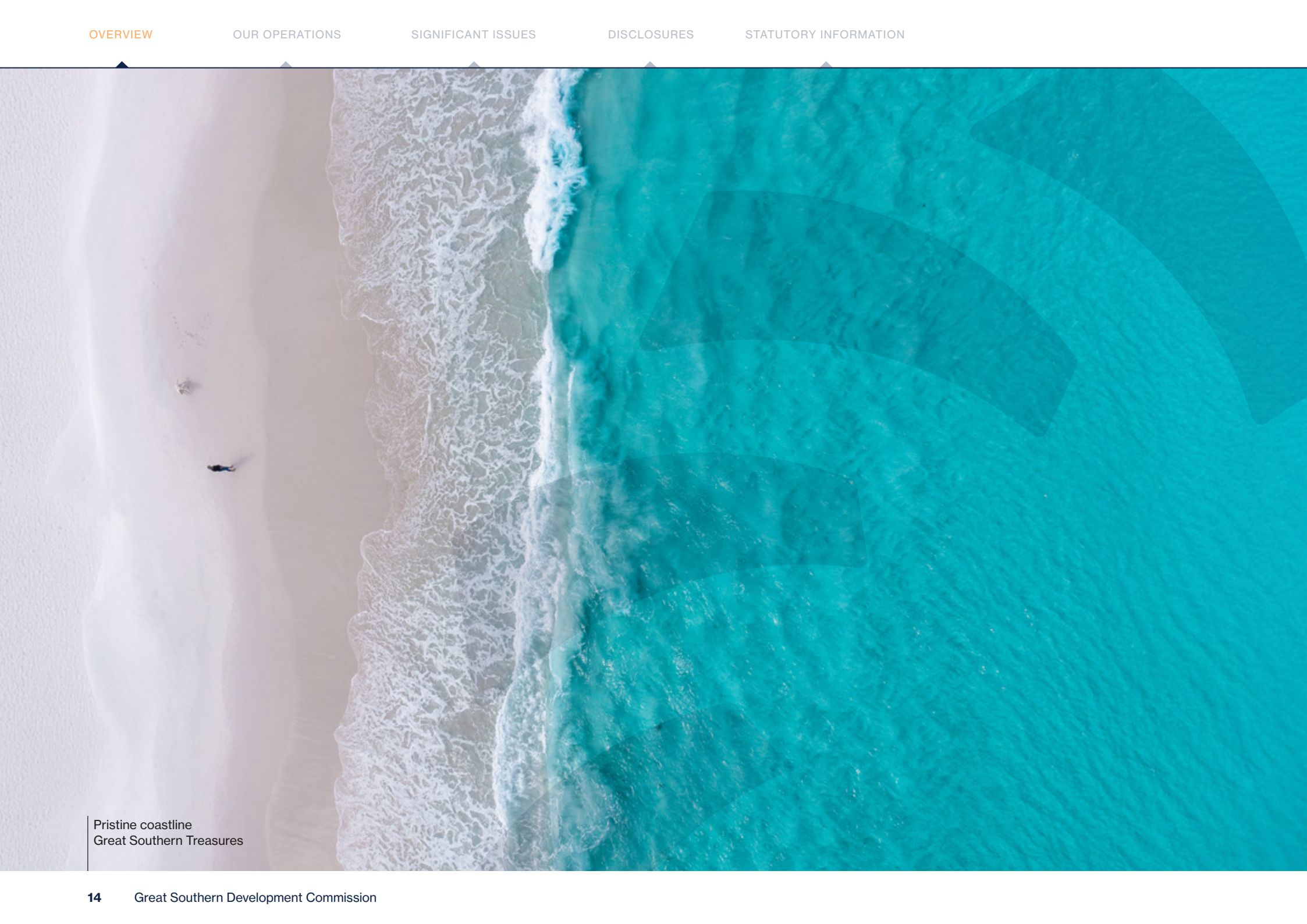
- Maximise job creation and improve career opportunities in the region.
- Develop and broaden the economic base of the region.
- Identify infrastructure services to promote economic and social development within the region.
- Provide information and advice to promote business development within the region.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

The Regional Development Portfolio

The Regional Development Portfolio, comprising the agencies shown below, strengthens Western Australia's regions by ensuring local priorities inform State Government decision-making. Guided by the Regional Development Framework, the Portfolio focuses on six key priorities to drive positive outcomes for WA's regional communities.



Read the 2026 WA Regional Development Framework



Pristine coastline
Great Southern Treasures

Strategic overview

Our vision

A thriving, resilient Great Southern region where sustainable growth, natural and cultural richness, and safe and inclusive communities drive a shared prosperity and diversified future for its people.

Our purpose

To lead, coordinate and support regional development that strengthens the Great Southern's economy, liveability and sustainability.

Our values

GSDC is a values driven organisation that fosters a positive, collaborative environment.

The following values guide how we work, make decisions, and engage with our communities, partners and stakeholders.



Community

We work respectfully to strengthen connections and support thriving communities throughout the Great Southern.



Curiosity

We embrace curiosity and continuous learning to discover opportunities, drive innovation and respond to change.



Equity

We promote fairness and inclusion by recognising and responding to diverse needs across the Great Southern.

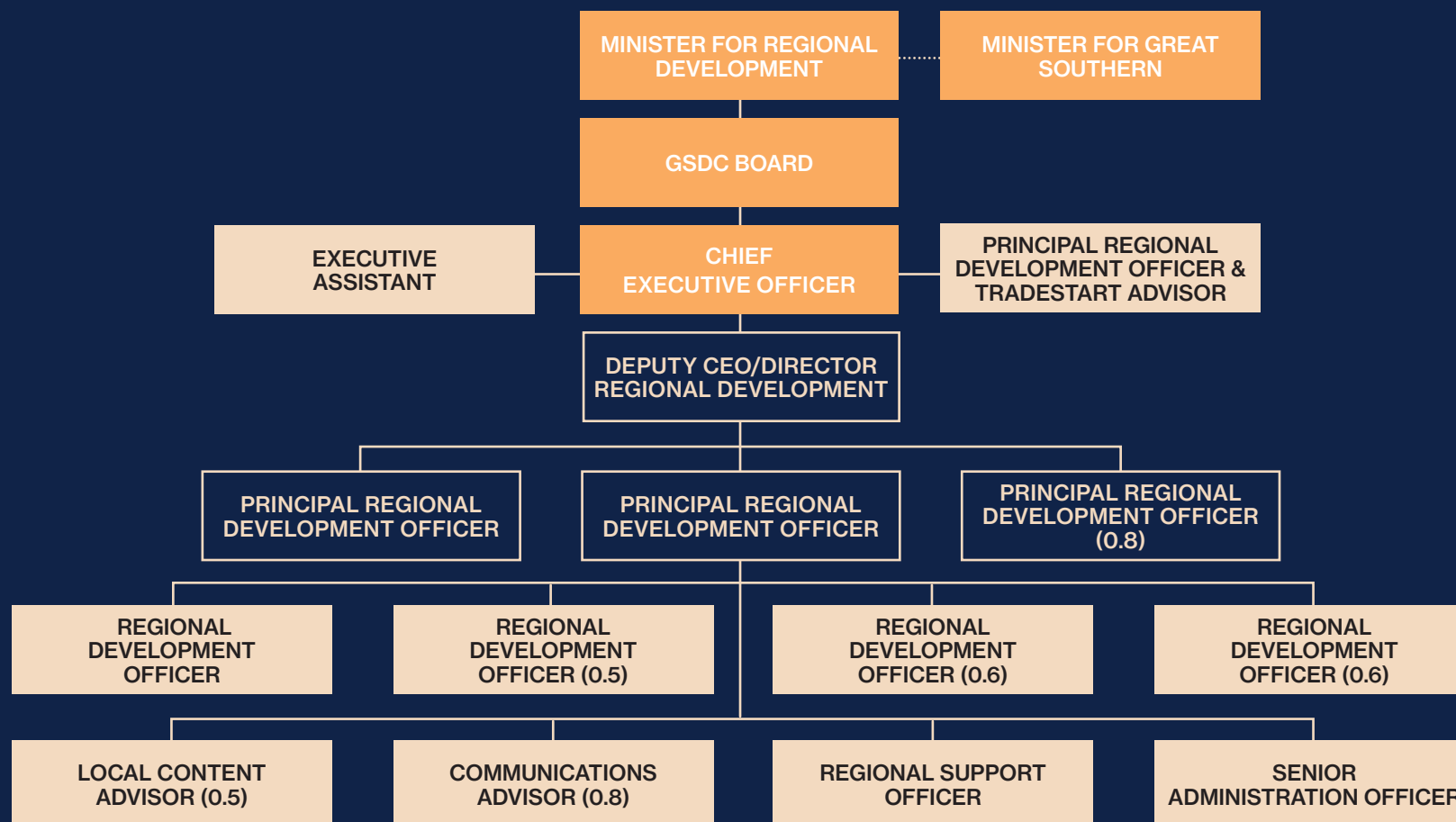


Integrity

We act with honesty, transparency, and accountability in everything we do.

Our structure

The Chief Executive Officer is an ex officio member of the Board, and an employee of GSDC. All other staff are employees of the Department of Primary Industries and Regional Development (DPIRD) with management authority delegated to the CEO under a Section 29 Agreement. The team are based in GSDC's Albany office and travel throughout the Great Southern.



Organisational chart as at 30 June 2026

Responsible Ministers



Hon. Stephen Dawson MLC

GSDC reports to the Hon. Stephen Dawson MLC, Minister for Regional Development; Ports; Science and Innovation; Medical Research; Kimberley.

The Minister for Regional Development has the power to direct GSDC either generally or with respect to a particular matter, on the exercise and performance of its powers, functions and duties under the *Regional Development Commissions Act 1993*.



Hon. Reece Whitby MLA

In 2025-26, GSDC also reported to the Hon. Reece Whitby MLA, Minister for Police; Road Safety; Tourism; Great Southern.

The Minister for Great Southern supports stronger advocacy for local priorities, strengthening regional representation within government.

Stirling Range National Park
Oisín Cooke

Our Board

The Board is the governing body of GSDC and is responsible for providing strategic leadership and governance. Board members are appointed by the Minister for Regional Development and approved through Cabinet.

Meeting regularly throughout the year, the Board sets policy direction, approves budgets and major expenditure, and provides expert advice to the Minister on regional matters. Through their diverse expertise and commitment to the Great Southern, Board members guide our strategic priorities and ensure accountability in our operations.



Ricky Burges PSM
Chair and Ministerial Representative
Appointed August 2023

Ricky Burges is the Executive Manager of Corporate Services at Albany Community Care, with extensive CEO experience in organisations like the Perth Zoological Gardens and the Western Australian Local Government Association. Holding a Masters in Leadership and Management, a Postgraduate Diploma in Human Resource Development, a diploma from the Australian Institute of Company Directors, and a prestigious Public Service Medal in the Queen's Birthday Honours, Ricky contributes a wealth of expertise to the Board.



Darren Moir
Deputy Chair and Ministerial Representative
Reappointed September 2025

Darren Moir is the Director and Manager of a farming business in the Amelup district in the Shire of Gnowangerup. He has a long history of involvement in sporting and volunteer service organisations within the district. Darren's experience includes membership or Board membership of industry groups including Stirlings to Coast Farmers and the WA Producers Co-op.



Perin Mulcahy
Local Government Representative
Appointed March 2026

Perin Mulcahy is a first-generation farmer in the Great Southern and Shire President at the Shire of Cranbrook. With a professional background in corporate communications for the State Government, she brings experience and insight into governance, regional development, agri business and community resilience. In June 2025, Perin represented the Great Southern at the National Changemaking Gathering in Cairns, funded by the Australian Government Future Drought Fund.



Robbie Miniter OAM
Local Government Representative
Appointed September 2022

Robbie Miniter, a proud Goreng man from Gnowangerup, is Chair of the Gnowangerup Aboriginal Corporation and a Councillor for the Shire of Gnowangerup. He has extensive experience working in regional communities, provides cultural awareness training, is a community mentor, and received an Order of Australia medal for his work with Aboriginal communities across WA.



Robert Carruthers
Community Representative
Appointed September 2025

Robert Carruthers is the Principal of Carruthers Strategic Advisory, a corporate affairs executive, and a non-executive director. He brings a wealth of knowledge in strategic leadership, corporate governance, public policy and advocacy, and community development. Robert's passion lies in delivering sustainable outcomes for community and ethical development, particularly in regional and remote areas.



Natasha Monks
Ex officio, Chief Executive Officer

Natasha Monks has served as CEO of GSDC since February 2021. With substantial experience spanning industry development, international trade and investment facilitation, she brings valuable insights to regional economic diversification across tourism, agribusiness, health, innovation and energy transition sectors. Her leadership background encompasses executive roles across public and private sectors in Australia, Southeast Asia and the Americas. Natasha was seconded to Tourism WA in July 2026.

Our leadership team

Retiring Board members

GSDC acknowledges the significant contribution made by the following retiring Board members during their tenures.

Annie Roberts

Deputy Chair and Community Representative
April 2019 – August 2025

James Leiper

Community Representative
February 2024 – April 2026

Liz Guidera

Local Government Representative
November 2020 – December 2025

Jarrad Gardner

Deputy Chief Executive Officer / Director Regional Development

Jarrad has extensive State Government experience across the energy, water, housing, forestry and land development sectors. Jarrad formerly worked in the Department of Treasury, with key involvement in the implementation of major government initiatives, policies and industry sector reforms. Jarrad was seconded to the Department of Energy and Economic Diversification in April 2026, before returning to GSDC in July 2026 to serve as Acting CEO.

Lee Sounness

Acting Deputy Chief Executive Officer / Director Regional Development

Lee has over three decades of executive management experience across both government and the non-for-profit sectors. He is deeply committed to ensuring that changes within the region bring tangible and lasting benefits to the communities affected. Lee is one of GSDC's Principal Regional Development Officers and has served as Acting Deputy CEO since April 2026.

Eden Shepherd

Principal Regional Development Officer

Eden brings over 25 years' experience in community and regional economic development, urban renewal and investment attraction across Australia and internationally. At GSDC, Eden leads projects focussed on innovation, housing, workforce, infrastructure and the transition to net zero for the benefit of the Great Southern community.

Ali Gardner

Acting Principal Regional Development Officer

Ali brings experience in project delivery, governance and strategic communications across the public sector, with a background in regional development, housing and education. At GSDC, Ali supports priority initiatives in the primary industries sector and has served as Acting Principal Regional Development Officer since April 2026.

Sumer Addy

Acting Principal Regional Development Officer

Sumer brings experience across the public, private and not-for-profit sectors, with strengths in industry development, stakeholder engagement and communications. With a passion for helping Great Southern organisations realise their potential, Sumer has served as Acting Principal Regional Development Officer since April 2026.

Performance Management Framework

Outcome Based Management

GSDC operates under the *Regional Development Commissions Act 1993*, which outlines the objectives of coordinating and promoting regional development in Western Australia. GSDC supports broad government goals by delivering services that achieve specific outcomes, as shown in the table below.

Regional Development Commissions (RDCs) report on one service area - Regional Development - and measure effectiveness through an independent client perceptions survey.

This key effectiveness indicator assesses the impact of services on achieving desired outcomes, while the key efficiency indicator tracks the relationship between service delivery and resource use (see full results on page 87).

There were no changes to GSDC's Outcome Based Management in the 2025-26 reporting period.

Government goals	WA Jobs Plan: Diversifying the WA economy, creating local jobs for the future. Building Safe and Inclusive Communities: Supporting our local regional communities to thrive.
Outcome	The sustainable development of our region's natural and built environment for the wellbeing of all.
Service	Regional Development.
Key effectiveness indicator	Stakeholder satisfaction as determined by the annual client perceptions survey.
Key efficiency indicator	Average operational costs per working hour.

Shared responsibilities with other agencies

We share responsibility for achieving government goals with DPIRD, which provides most of GSDC's resources and services, including finance, payroll, HR, and learning under a Service Level Agreement. In addition to this, we collaborate with all 11 local government authorities in the Great Southern, as well as State, Commonwealth, and regional organisations, to enhance the region.



Peak to Plate - Nancy's Peak
Our Photo Stories

Our operations

Stirling Range / Koi Kyenunu-ruff

Our strategic priorities

GSDC's Strategic Plan 2026-29 aligns with State Government priorities and the WA Regional Development Framework and provides the foundation for achieving our goals, delivering desired outcomes and meeting key performance indicators. This Annual Report marks the first year of reporting against the Plan's seven strategic priorities, which shape and guide our work across the region.

Strategic priorities



Jobs

Driving economic development, diversification and innovation



Health

Enhancing access to essential services and regional wellbeing



Housing

Enabling secure, affordable and appropriate housing for communities and workforce



Community

Strengthening inclusive, vibrant and resilient communities



Environment

Accelerating climate resilience and the low-carbon transition



Infrastructure and services

Delivering the infrastructure and services that enable growth and liveability



Organisational excellence

A high-performing commission delivering with integrity, insight and impact

Strategic priority
Jobs

Driving economic development, diversification and innovation

GSDC is committed to building a diverse, competitive and resilient regional economy by strengthening local industries, expanding market access and creating quality jobs across the Great Southern.

CP Group visit Frankland Estate during their inbound mission to the Great Southern



Our activities

Distributed \$1.02 million in Regional Economic Development (RED) Grant funding for local project development and business growth.

Supported local businesses to increase their ability to secure government supply and contracting opportunities via the Local Content Program.

Strengthened Great Southern producer's international trade relations through the delivery of three inbound and one outbound buyer mission.

Provided targeted business development support to WA sheepmeat companies at two key international food exhibitions.

Continued supporting the growth and development of local Aboriginal businesses through the Koodjal Business Support Workshops.

Collaborated on the WaveX pilot project to advance renewable energy capability, diversify the economy and position the Great Southern in emerging clean energy industries.

Supported the Fields and Fortunes Business Forum to facilitate business innovation and diversification across the region.

Supported the region's signature tourism events, bringing sustainable long-term economic growth and resilience while reinforcing the Great Southern brand.

Worked with emerging major projects in the region, including the introduction of mining to the Great Southern, to support economic diversification and strengthen long-term industry resilience.

Helped local manufacturers explore new opportunities in clean energy and advanced manufacturing through direct engagement with industry partners, including coordinating a regional tour for the Advanced Manufacturing Growth Centre.



Project in focus

Round 8 of the RED Grants program

Investing in local projects with economic outcomes

The Regional Economic Development (RED) Grants program is a State Government initiative investing \$60.85 million in locally-driven projects that stimulate economic growth and development across regional WA.

RED Grants support individual projects that contribute to increasing or sustaining jobs, expanding or diversifying industry, developing skills or capability, increasing business productivity and attracting new investment to the regions.

In the Great Southern, the RED Grants program is delivered by GSDC. This locally led approach ensures investments align with the region's economic development needs to strengthen long-term regional prosperity while also supporting state objectives.

Round 8 outcomes

Round 8 of the RED Grants program delivered \$1.02 million across six Great Southern projects, supporting jobs, skills and economic diversification across the region.

Fulcher Contractors

Fulcher Contractors received \$200,000 grant funding to construct a heavy plant workshop and training facility in Mount Barker. The project will increase the company's capacity to deliver civil contracting works while creating new opportunities for skilled workers, apprentices and trainees.

Castlehow Electrical Services

Castlehow Electrical Services received \$200,000 grant funding to purchase and install an industrial switchboard laser cutter in Albany. The project will expand the business's advanced manufacturing capabilities, supporting certified switchboard production while creating new jobs and training opportunities in the Great Southern.

Frankland Rural

Frankland Rural received \$180,000 grant funding to develop a purpose-built agribusiness hub in Frankland River. The project will expand local agronomy, soil testing and advisory services, improving service availability and supporting economic activity across the middle and upper Great Southern.

Denmark Hotel

Denmark Hotel received \$175,000 grant funding to refurbish and reactivate unused upstairs accommodation, delivering 16 rooms and 22 additional beds. The project will increase the availability of affordable accommodation for short-term workers and visitors to support tourism and workforce demand in the region.

Nowanup Noongar Boodjar

Nowanup Noongar Boodjar received \$160,000 grant funding to construct a multipurpose workshop at Nowanup. The facility will support the growth of Aboriginal-led cultural tourism and on-country environmental management services, while strengthening Aboriginal employment and land care outcomes in the region.

Yefsea

Yefsea received \$105,000 grant funding to support the development of a new locally owned seafood restaurant and takeaway at the Albany Waterfront. The project will activate the waterfront precinct, create local jobs and strengthen demand for locally caught seafood.

Want to see how RED Grant's benefit local businesses and the regional economy? Scan the QR codes to hear from some of our past recipients.



Total Ag Centre



*Ocean Beach Physio
and Allied Health*



Hon. Stephen Dawson MLC pictured with Round 8 RED Grants recipients



Hon. Stephen Dawson MLC with Shane Congram and Brett Sutton from Castlehow Electrical Services

Local Content Program

Growing local business participation in government contracts

The Local Content Program supports regional economic growth by helping local businesses access government supply and contracting opportunities. Through the Program, GSDC's Local Content Advisor works with Great Southern businesses to build capability, improve procurement readiness and strengthen relationships with State Government agencies.

In 2025-26, this work supported continued local participation in government contracting across a range of sectors, helping retain jobs, skills and services within the region. Major contracts, including the \$39 million Albany Ring Road contract awarded to Western Australian-owned Highway Construction, demonstrated the value of regional procurement in supporting local employment and industry capability.

The Program also helped smaller regional suppliers secure ongoing government work that delivers practical benefits for local communities. Examples included a \$1.8 million contract awarded to a local Aboriginal business to maintain waste systems at regional sites, more than \$200,000 in contracts awarded to a local security provider, and cleaning services delivered by regional companies at facilities including Albany Prison and the Tree Top Walk.

Together, these contracts show how local procurement can strengthen regional businesses, create employment opportunities and sustain essential services across the Great Southern.

Koodjal Business Support

Empowering Aboriginal business across the Great Southern

Following the launch of GSDC's Aboriginal Business Capability Program in 2024-25, this year saw a number of new Aboriginal businesses established and an increase in Aboriginal business participation across in the region's economy. These businesses spanned a broad range of sectors, including catering, cultural services, design, hospitality, arts, construction and tourism.

In 2025-26, the program entered its second year as the Koodjal Business Support Workshops, with Koodjal meaning 'two' or 'together' in Noongar.

The Koodjal Business Support Workshops are delivered in partnership with the Albany Business Centre to build on the Program's primary objective of increasing Aboriginal business participation in the regional economy. Participants are upskilled in business planning and grant writing fundamentals through a series of workshops and one on one support sessions across the region.

This initiative continues to strengthen Aboriginal business growth across the Great Southern by building networks, increasing awareness of available support services, and identifying key business challenges to inform future program design.



The Koodjal Business Support Workshops launched in 2026

Ausgold's Katanning Gold Project

Supporting a diverse economy through emerging mining opportunities

GSDC plays a central role in supporting major project proponents to identify opportunities and maximise regional benefits from investments in the Great Southern.

One example of this is Ausgold's proposed Katanning Gold Project, which demonstrates the potential for mining to contribute to a more diverse economy. Forecast to produce 1.14 million ounces of gold over an initial 10-year mine life, the Project is expected to create around 350 jobs during peak construction phase and maintain an ongoing workforce of approximately 250 people once operational, with first production targeted for mid 2028.

By working with proponents and regional stakeholders, GSDC is ensuring major projects deliver lasting economic benefits through investment attraction, local business participation and long-term employment outcomes for the Great Southern.

Fields and Fortunes

Smart business, strong communities in the heart of the Great Southern

The 2026 Fields and Fortunes Business Forum, held in Gnowangerup under the theme Smart Business, Strong Communities, brought businesses, producers and industry leaders together to explore practical opportunities for growth and innovation in the Great Southern.

The annual Forum provides a platform for Great Southern enterprises to build capability, strengthen partnerships and identify new opportunities beyond traditional industries.

With this year's focus on bridging the gap between technology and everyday business, speakers shared real-world applications of artificial intelligence, digital infrastructure, green technology and automation.

GSDC is proud to support the delivery of this event as part of our ongoing commitment to economic diversification. By strengthening the capability of local industry and advancing economic diversification, we are helping unlock the region's potential for innovation, job creation and long-term regional growth.



Regional businesses, producers and industry leaders gather in Gnowangerup for Fields and Fortunes

Project in focus **International trade**

Expanding global market access for premium Great Southern products

GSDC continues to expand international market access for the region's premium food and wine sector - one of the Great Southern's most distinctive economic strengths.

Throughout 2025–26, GSDC supported Great Southern producers to strengthen export pathways and expand international market opportunities, with a focus on wine, sheepmeat and other premium food products.

Wine producers

The Great Southern wine region is recognised for its premium, cool-climate varieties and award-winning wineries. GSDC supported the wine industry through coordinated inbound and outbound trade missions to key markets including China and Thailand, strengthening buyer relationships and elevating the region's international profile.

The inaugural WA Fine Wine Showcase in Shanghai connected Great Southern producers with close to 400 trade professionals, generating new export opportunities through curated tastings and masterclasses.

In Thailand, Great Southern wines were presented to a high-value international audience at CP Group's Chef's Table Dinner in Bangkok. This was followed by an inbound mission exclusive to the Great Southern, where CP Group's wine buyers visited 14 of the region's premium wineries, building commercial relationships and supporting entry into an emerging premium wine market.

Sheepmeat exporters

GSDC worked with premium sheepmeat exporters to expand into new and emerging markets through international trade events, targeted buyer engagement and coordinated business development opportunities.

In partnership with Austrade and the WA Government, Great Southern sheepmeat was showcased at major international exhibitions including Gulfood in Dubai and Food and Hotel Asia in Singapore. These events highlighted the quality, sustainability and innovation that define Great Southern produce and delivered commercial outcomes across key global markets.



Sheepmeat exporters showcased at Gulfood, Dubai

Other premium products

Targeted trade missions and international exhibitions showcased the diversity of Great Southern produce and strengthened connections with international markets.

GSDC partnered with TradeStart to deliver their annual WA inbound buyer mission, which brought 22 international buyers to the Great Southern for a two day event.

In March 2026, GSDC hosted the first dedicated buyer delegation from Tops Thailand, with senior meat, seafood and horticulture buyers from the country's leading premium supermarket chain visiting the Great Southern.

These activities provided first-hand insight into the region's capability to supply premium products at scale, supporting long-term commercial relationships and export growth.

Together these initiatives strengthened international market connections for Great Southern producers, creating commercial opportunities while growing the Great Southern's global brand and building a long-term pipeline of export opportunities.



Buyers from Tops Thailand sample premium Great Southern wagyu during their inbound mission

Wave Energy

Unlocking renewable energy opportunities for regional growth

The Great Southern's wave energy resources continue to position the region as a strategic location for world-class renewable energy research, testing and commercialisation.

Following the success of the M4 Wave Energy Demonstration Project in Albany, GSDC is supporting WaveX's Wave Energy Pilot Project. WaveX builds on the broader M4 Wave Energy research undertaken by the University of Western Australia (UWA) to deliver a quarter-scale prototype, scheduled for deployment in King George Sound, Albany in 2026-27.

GSDC collaborated with industry, research and government partners to facilitate the WaveX project and reinforce the Great Southern's role in the clean energy transition. These efforts help to grow the region's renewable energy sector, support economic diversification and build the skills, industries and jobs needed for the future.



*Learn more about the
M4 Project via UWA's website*

Tourism development

Driving regional growth through tourism

Tourism continues to play a central role in diversifying the Great Southern economy by creating opportunities for business growth, innovation and job creation across the region. Signature events are a key driver of this impact, attracting visitors, extending stays and showcasing the region's unique strengths.

Events delivered during 2025-26, including Taste Great Southern and Bloom Festival, helped to elevate local producers, venues and experiences while strengthening the Great Southern brand.

Bloom Festival, 27 September - 26 October 2025

- *More than 60 events delivering a vibrant mix of experiences, showcasing what the Great Southern's passionate communities have to offer during Spring.*
- *12,607 tickets issued.*

Taste Great Southern, 5 - 8 March 2026

- *More than 20 curated events across 27 venues, positioning the Great Southern as one of Australia's leading regional food, wine and tourism experience.*
- *2,610 tickets issued.*

GSDC is proud to support tourism initiatives that reinforce the Great Southern's position as a compelling visitor destination and enable sustainable long-term economic growth and resilience.



Guests gather at the Taste Great Southern Smoke and Sea event
Our Photo Stories



Strategic priority **Health**

Enhancing access to essential services and regional wellbeing

Ensure all people in the Great Southern have equitable access to health, aged care, mental health and wellbeing services that support liveability and long-term community resilience.

Attendees gather at Perth Biodesign 2026



Our activities

Progressed the Great Southern Health and Care Economy Initiative to support coordinated planning for future health service delivery, workforce development and enabling infrastructure across the region.

Initiated the Health Service Mapping Project to build an evidence base of existing services, gaps and opportunities, supporting coordinated planning for fair and reliable access to health care across the Great Southern.

Fostered greater collaboration across the regional health and care economy through engagement with key services providers and the rural health representative bodies.

Partnered with the University of Western Australia to explore regional health care training, research, infrastructure and accommodation needs to support long-term workforce sustainability.

Worked closely with the WA Country Health Service to support coordinated planning for future health service delivery, workforce requirements and regional health infrastructure, including the State Government funded expansion of Albany Health Campus through a new 32-bed ward.

Attended the Perth Biodesign 2026 Innovation Summit to identify emerging models, partnerships and technologies for future regional health and care opportunities.



Project in focus

Great Southern Health and Care Economy Initiative

Building the foundations for a stronger regional care economy

During 2025-26, GSDC progressed the Great Southern Health and Care Economy Initiative to develop a coordinated and evidence-based approach to regional health, ageing and liveability.

The Initiative is focused on developing a long-term strategy that responds to future demand for medical and allied health services associated with demographic change and population growth, while also considering opportunities for locally delivered end-to-end training pathways for health professionals, and alignment with broader regional development and community wellbeing priorities.

Multiple partnerships were established throughout the year to better understand the unique needs of our region's health care ecosystem. This included working with the University of Western Australia to identify the infrastructure, housing and accommodation required to support current and future needs for health care teaching, training and research in the region. This partnership seeks to explore growing the region's tertiary education curriculum and expanding opportunities to support a sustainable workforce.

These insights are informing coordinated planning across health service delivery, workforce development and enabling infrastructure to increase the long-term sustainability and capability of health care services in the region.



GSDC attended the Perth Biodeisgn 2026 Innovation Summit to explore the future of healthcare in Australia

Health service mapping project

Supporting coordinated health care planning across the Great Southern

In 2025-26, GSDC initiated a health service mapping project to strengthen understanding of health and care services across the Great Southern and support more coordinated regional planning.

Through engagement with key service providers and rural health representative bodies, the project has strengthened collaboration across the regional health and care economy and improved understanding of existing services, gaps, constraints and opportunities across the Great Southern.

An early focus on Employee Assistance Program services within the region highlighted growing demand for face-to-face support, a shortage of suitably qualified professionals within the Great Southern, and opportunities to strengthen local supplier participation.

As mapping progresses, insights will support more informed discussions around service delivery, workforce development and enabling infrastructure across the Great Southern.



Katanning Health Service
WA Country Health Service

 Strategic priority
Housing

Enabling secure, affordable and appropriate housing for communities and workforce

Support the delivery of housing options that meet community needs, attract and retain workers, and underpin population stability and economic growth.

Hon. Stephen Dawson MLC views progress on GNP 360's RED Grant project, set to increase accommodation availability at the Gnowangerup Hotel



Our activities

Facilitated ministerial and central government agency engagements with community housing providers, local governments and not-for-profit entities delivering regional housing solutions.

Undertook the Housing Supply Chain Intelligence Gathering exercise to identify opportunities to strengthen regional participation in the housing supply chain and support future housing delivery.

Supported the development of applications for State and Federal Government housing and enabling infrastructure programs to help progress priority housing across the region.

Welcomed the State Government's announcement of 46 new residential lots at Oyster Harbour, providing a variety of options to support local growth and housing delivery.

Partnered with local government to progress the Homes for Regional Workforce Growth strategy, delivering a coordinated approach to increase the availability of housing and enable workforce growth and business expansion across the region.

Advocated for Great Southern housing priorities through the Regional Housing Roundtable in Albany, bringing industry and government together to share local insights and inform State Government housing initiatives.

Continued working closely alongside government and industry to support housing projects from development through to delivery.

Worked with the community housing sector to progress key projects that expand secure, affordable and appropriate housing options across the Great Southern.



Project in focus

Homes for Regional Workforce Growth

Unlocking workforce growth through smarter housing solutions

Developed in partnership with the region's 11 local governments, the Homes for Regional Workforce Growth strategy is supporting a coordinated regional response to one of the Great Southern's key economic constraints: access to worker housing for small and medium-sized businesses.

Throughout the year, GSDC collaborated with local government to progress this initiative from strategy through to early-stage implementation.

This included investigating the Great Southern's capacity to contribute to the housing supply chain, including prefabricated and modular housing opportunities. These insights will support future planning, encourage local industry participation, and help inform government approaches to accelerate housing delivery in the region.

We supported housing developments in established areas and new residential growth across the region, such as the Hardie Road Project in Spencer Park, which will deliver a mix of affordable, social and worker housing.

We also contributed to state-wide housing efforts through the network of WA RDCs, advocating for local priorities to deliver diverse and affordable housing solutions for the Great Southern's growing communities and workforce.

This work reinforces housing as critical economic infrastructure to enable the workforce growth, business expansion and community resilience needed to support long-term regional development.



Tambellup townsite
Humble Art Photography

Housing supply chain intelligence gathering

Turning supply chain insights into housing delivery outcomes

The intelligence gathering exercise, conducted under the Homes for Regional Workforce Growth strategy, examined the region's capacity to contribute to the housing supply chain, including prefabricated and modular housing.

GSDC's early engagement with industry confirmed an innovative, capable, and diverse regional supply chain, shifting the focus to future opportunities.

Through this work, GSDC is identifying opportunities for regional businesses to upscale their operations to meet the growing demand for housing and modern housing products, both within the Great Southern and to interstate markets.

This capability positions the region to support innovative construction methods that can help increase housing supply across Western Australia, as demonstrated by Albany-based Pinelock Systems Pty Ltd securing funding through the State Government's Housing Innovation Fund.

Hardie Road housing project

Coordinated investment in community housing

The Hardie Road Project in Albany is a large-scale urban renewal project set to increase the availability of affordable, social and key worker housing in the Great Southern. Led by Advance Housing, the project will deliver 51 new affordable homes alongside expanded health service infrastructure for the region.

GSDC worked alongside Advance Housing, government agencies and other partners to support project development and advocate for investment in housing solutions that meet the needs of our region's communities. This included co-funding the project's business case and supporting pathways toward delivery, reflecting GSDC's commitment to facilitating partnerships and progressing priority housing projects across the region.

Supported by State Government funding, the Hardie Road Project demonstrates how coordinated investment and strong partnerships can deliver practical housing solutions that strengthen the long-term resilience of Great Southern communities.



Strategic priority **Community**

Strengthening inclusive, vibrant and resilient communities

Champion safe, connected and culturally rich communities that attract and retain people and celebrate the diversity and identity of the Great Southern.

Families gather at Peace Park, Albany
Astrid Volzke



Our activities

Strengthened community participation and cultural vibrancy through strategic support for regional events and celebrations.

Positioned Albany and the Great Southern on the global stage through Albany 2026, celebrating culture, identity and place.

Facilitated stronger engagement between Lotterywest and the Great Southern's local government and not-for-profit sector to ensure awareness of upcoming funding opportunities.

Strengthened networks by connecting Aboriginal organisations with government agencies and opportunities, facilitating access to resources, funding, and strategic partnerships.

Celebrated the launch of the Great Southern Reconciliation Action Plan, Australia's first place-based Reconciliation Action Plan.

Started planning for a new Arts, Culture and Heritage Strategy to support community participation, cultural vibrancy and shared regional identity across the Great Southern.

Enhanced community led projects through strategic Small Grants support and expert guidance on broader funding and project development opportunities.

Participated in various community, local government and not-for-profit boards and working groups to foster strong connections with our regional communities.

Invested in community-led projects and local infrastructure via the Small Grants Program, building more inclusive, resilient and connected communities.

Strengthened community capability by funding locally led drought resilience initiatives under the Inland Great Southern Drought Resilience Grant Program.

*Project in focus:*

Albany 2026

Positioning Albany as a place of culture, connection and shared identity

Albany 2026 is a year-long program of events recognising Western Australia's first bicentenary of Aboriginal and British people living together in Kinjarling / Albany. Led by the City of Albany, the program celebrates the enduring cultural connection of the Menang Noongar people to honour the past while shaping a vibrant, inclusive future.

A number of events and activities were delivered in the first half of 2026, bringing the community together and creating opportunities for locals and visitors to connect with the region's history, culture and natural beauty.

GSDC supported planning and delivery through the Albany 2026 Working Group, helping strengthen collaboration across government, community and Aboriginal partners. As the program continues, Albany 2026 is strengthening community pride, celebrating regional identity and reinforcing the Great Southern as a place of choice to live, invest and visit.



*Discover more about
Albany 2026*



Over nine nights, Lighting the Sound transformed the skies above Albany into an immersive light experience grounded in story and place
Astrid Volzke



The community came together at Kaya 2026, a New Year's Eve celebration that launched the year long calendar of Albany 2026 events
Krysta Guille

Regional events

Showcasing the Great Southern through vibrant regional events

GSDC continued to support regional events throughout 2025-26, recognising the important role that cultural, sporting, culinary and innovation-focused events play in creating inclusive, vibrant and resilient communities.

Through strategic funding, sponsorship and promotion, GSDC worked alongside event organisers, local governments, community groups and businesses to strengthen participation and celebrate the diversity of the Great Southern.

A broad calendar of events was supported, including Albany Pride Festival, the Great Southern Academy of Sport Awards Gala, the NAIDOC Ball, the launch of the Pallinup-Marra Healthy Country Plan, TASTE Great Southern, Bloom Festival, Wild Gravel and Fields and Fortunes. These events provided opportunities for people to connect, celebrate local identity and experience the region's unique culture and environment.

Beyond community outcomes, these events also attracted visitors and supported local economic activity, reinforcing the role of place-based initiatives in enhancing liveability and long-term regional resilience.



Wild Gravel event
Patrick Boere Photography



Launch of the Pallinup-Marra Healthy Country Plan
Carol Duncan

The Great Southern Reconciliation Action Plan

Advancing reconciliation through local leadership and cultural recognition

In 2025-26, the Great Southern became home to Australia's first place-based Reconciliation Action Plan (RAP), launched in Kinjarling / Albany during National Reconciliation Week. Developed through Reconciliation WA's Rising Program in partnership with Reconciliation Australia, the Great Southern RAP provides a regional framework for practical, locally led action grounded in truth-telling, cultural recognition and Aboriginal participation in regional leadership.

The place-based model brings together Elders, Aboriginal organisations, local governments, community leaders and reconciliation allies through the Great Southern Reconciliation Action Network. This collaborative approach strengthens community capability by building shared responsibility, relationships and action across the region.

GSDC supported the concept and development of the place-based RAP, recognising its alignment with our work to champion safe, connected and culturally rich communities where Aboriginal perspectives are embedded regional decision-making.



View the Great Southern place-based RAP via Reconciliation WA

Small Grants Program

Strengthening communities through targeted local investment

In 2026, the Western Australian Government's Small Grants Program continued to deliver a diverse range of local projects across regional communities. Delivered by DPIRD via GSDC, the Great Southern Small Grants Program is providing over \$1.9 million in funding across 39 Great Southern projects.

Completed projects in the region include an upgraded BMX track in Katanning, a new refrigerated van for Foodbank WA, new equipment for the Mount Barker Swimming Club, upgrades to Denmark Surf Life Saving Club and ceiling hoists at Albany Hospice to increase patient care capacity. Various sporting communities have also benefitted from improved equipment or new infrastructure.

By strengthening the capability of community-led organisations and upgrading local facilities, the program is improving access to services, increasing participation and enhancing quality of life to support the region's liveability and long-term resilience.



Hon. Reece Whitby MLA and Hon. Samantha Rowe MLC pictured with Club Captains Adam Large and Tomas Lynch at the Mount Barker Swimming Club

Strategic priority
Environment

Accelerating climate resilience and the low-carbon transition

Prepare the Great Southern for a sustainable future by advancing climate resilience, clean industries and regenerative environmental practices.

Kojonup Community Garden workshops
Simple Ben Stories courtesy of Southern Dirt



Our activities

Advanced regional drought resilience through coordinated planning, community-led delivery and long-term water security initiatives across the Great Southern.

Delivered the Inland Great Southern Drought Resilience Grant Program, supporting community organisations to deliver practical projects that build local knowledge, preparedness and resilience to drought and climate variability.

Published the Coastal Great Southern Regional Drought Resilience Plan, providing a coordinated framework for future investment and identifies priority resilience projects for the sub region.

Strengthened regional water security planning through collaborative non-potable water supply and demand assessments to support future growth and drought resilience.

Collaborated with the Goldfields-Esperance Development Commission to deliver the South Coast Transition roadmap, creating a regional approach in the transition to a low-carbon economy.

Supported wave energy innovation by helping progress the WaveX Pilot Project, building on the M4 Wave Energy Demonstration Project to strengthen renewable energy research, and the Great Southern's role in the low-carbon transition.

Identified opportunities in renewable energy and low-carbon industries to position the Great Southern to benefit from the net zero transition.

*Project in focus*

Regional Drought Resilience Planning

From planning to delivery

With climate variability placing pressure on agricultural productivity, natural assets and long-term regional development, drought continues to pose a substantial risk to the Great Southern. Through the Regional Drought Resilience Planning Program, funded by the Australian Government's Future Drought Fund and DPIRD, GSDC is leading a coordinated regional approach to strengthen preparedness, support local adaptation and build lasting resilience to a drying climate.

Significant progress was made during 2025-26, delivering coordinated drought resilience outcomes across the Great Southern.

A major milestone was the release of the Coastal Great Southern Regional Drought Resilience Plan, completing a significant planning process shaped by local governments, industry, community and Aboriginal organisations. The Plan provides a coordinated framework for future investment and identifies priority resilience projects for the sub region.

Implementation of the Inland Great Southern Regional Drought Resilience Plan also advanced, with a focus on delivering water security, infrastructure planning, community resilience and regional collaboration projects. A highlight of this work has been supporting community-led initiatives via GSDC's targeted grants program - read more about the success of these projects and view the video with grant recipients on page 52.

Water security remained a key focus across the inland region, with the Water for Future initiative progressing in partnership with the Department of Water and Environmental Regulation, to deliver non-potable water strategies for each of the Inland Great Southern local governments. Further detail is provided on page 52.

Together, these activities are strengthening the region's capacity to prepare for and respond to a drying climate while ensuring the benefits of drought resilience investment are shared across the Great Southern.



Gillamii Centre used their funding from the Inland Great Southern Drought Resilience Grant Program to engage landholders in planning for revegetation and landscape renewal.



Gnowangerup Aboriginal Corporation received funding under the Inland Great Southern Drought Resilience Grant Program to increase community resilience

Community-led drought resilience in the Inland Great Southern

Grant funding delivers local impacts

GSDC announced the Inland Great Southern Drought Resilience Grant Program in 2025, supporting community-led projects that build practical preparedness for drought and climate variability.

Funding was awarded to Gillamii Centre, Gnowangerup Aboriginal Corporation and Southern Dirt for projects focused on landscape renewal, community resilience, and sustainable gardening practices.

The grants helped turn the Inland Great Southern Regional Drought Resilience Plan into action, providing opportunities for our inland communities to build knowledge, skills and resilience while supporting trusted organisations to respond to locally identified priorities.



Scan the QR code to hear from the grant recipients

Water for Future

Building drought resilience through regional planning

Water security remained a major focus in 2025-26, with the Water for Future initiative strengthening long-term non-potable water security and drought resilience across the Great Southern.

GSDC collaborated with all eight Inland Great Southern local governments, the Department of Water and Environmental Regulation, and DPIRD to deliver Water for Future strategies for each of the inland local governments. These strategies provide a clear, practical and evidence-based framework for improving the security of non-potable water supplies into the future.

In 2025-26, the initiative also expanded into the Coastal Great Southern, supporting development of non-potable water strategies for the Shires of Denmark and Plantagenet.

This work is helping the region plan for more reliable water supplies, strengthen emergency preparedness and ensure communities can continue to grow and adapt as climate pressures increase.

South Coast Transition Plan

Preparing the South Coast for a low-carbon future

The South Coast Transition Plan positions the Great Southern and Goldfields-Esperance regions to take a coordinated approach to Western Australia's transition to a low-carbon economy.

Delivered in partnership by GSDC and the Goldfields-Esperance Development Commission, the Plan developed a regional roadmap that builds on strengths in renewable energy, low-carbon fuels, strategic industrial land and natural capital. Engagement with Aboriginal organisations, industry, government and regional stakeholders helped ensure the roadmap reflects local priorities while supporting broader State decarbonisation objectives.

The roadmap identifies opportunities to support new industries, attract investment and create regional jobs, while helping communities prepare for economic and environmental change.

Drawing on this work, GSDC has identified the most practical and high-impact opportunities for the Great Southern to inform future advocacy, partnerships and project development.

This work is strengthening the region's readiness for the net zero transition and helping ensure regional communities share in its economic and environmental benefits.



Great Southern cattle farming

Strategic priority
**Infrastructure
and services**

**Delivering the infrastructure and
services that enable growth
and liveability**

Enable infrastructure and services that improve liveability, connect people to opportunity and support a growing and diversified regional economy

Grain is delivered via road train to the Port of Albany



Our activities

Progressed the Albany 2050 Waterfront Master Plan, advancing planning and stakeholder engagement to unlock the waterfront precinct's long-term economic, cultural, social and environmental potential.

Welcomed the opening of the Southern Ocean Surf Reef, generating lasting social, recreational and economic benefits for the Great Southern.

Engaged major project proponents to better understand infrastructure and service constraints, helping inform advocacy and coordination across government and delivery partners.

Supported a coordinated response to the Albany Gas Network decommissioning.

Worked with key state and local government stakeholders to support the start of construction at the Katanning Early Childhood Hub, due for completion in late 2026.

Worked with DevelopmentWA to strengthen planning for strategic and general industrial land, supporting long-term business expansion, industry attraction and regional competitiveness.

Hosted targeted regional visits for central government agencies to outline regional infrastructure priorities and opportunities.

Commenced an infrastructure audit of inland shires to identify priority gaps, future needs and opportunities to better support regional liveability, investment and growth.

Welcomed Albany's inclusion in the State Government's Seven Cities vision, recognising regional cities as critical drivers of Western Australia's future economic growth and prosperity.

Project in focus **Seven Cities vision**

Positioning Albany as a regional hub for future growth

The State Government's Seven Cities vision marked a significant milestone for Albany and the Great Southern in 2025-26, recognising regional cities as critical drivers of Western Australia's future economic growth and prosperity. Launched in April 2026, the long-term strategy identifies Albany as one of seven regional hubs that will help support industry development, population growth and service delivery across regional WA.

The vision is backed by ongoing investment in the infrastructure, housing, health, education and services needed to strengthen regional communities and support future economic opportunities. For Albany, early commitments include 26 new Government Regional Officer Housing (GROH) homes for frontline workers, a \$60 million expansion of Albany Health Campus through a new 32-bed modular ward, and investment to support the Albany Gas Network Transition.

GSDC welcomed Albany's inclusion in the Seven Cities vision and continues to advocate for regional priorities to ensure the Great Southern is well positioned to benefit from future investment. The initiative reinforces Albany's role as the service, employment and economic hub of the Great Southern, supporting workforce attraction, improved services and long-term regional growth.



Learn more about the Seven Cities vision for Albany



Premier Roger Cook provides an overview of the Seven Cities vision at the 2026 Great Southern Budget Briefing
Jenny Feast



Community leaders, local businesses and regional stakeholders were in attendance
Jenny Feast



Local stakeholders discuss the Seven Cities vision for Albany
Jenny Feast

Albany 2050 Waterfront Master Plan

Shaping a vibrant and connected future for the Albany Waterfront

GSDC continued to advance the Albany 2050 Waterfront Master Plan during 2025-26, building on earlier planning and consultation to unlock the economic, cultural, social and environmental potential of the Albany Waterfront precinct.

Stakeholder engagement remained central to the project, with government, industry and community helping to refine priorities for public access, cultural storytelling, tourism, infrastructure and public spaces. The focus has now shifted to the detailed implementation plan that will turn this shared vision into a framework for future decision-making and support long term public and private investment.

Spanning from the port of Albany to the former Woolstores precinct, this planning project aims to address decades of unrealised development potential through contemporary place making and sustainable design.

This work positions the Albany Waterfront as a long-term regional development opportunity, facilitating regional growth and delivering the social infrastructure required to create a more connected, distinctive and welcoming waterfront for Albany and the Great Southern.



Aerial view of the Albany Waterfront precinct
Tourism WA

Southern Ocean Surf Reef

Bringing accessible surf, recreation and tourism opportunities closer to Albany

The Southern Ocean Surf Reef was officially opened in July 2025, delivering on a long-held community vision to create a consistent, accessible surf break close to the heart of Albany.

Designed to improve seabed conditions and generate surfable waves for around 40 per cent of the year, the reef brings surfing closer to town to provide a safer alternative to remote, unpatrolled beaches. A significant investment in regional infrastructure, the reef has strengthened Albany's appeal as a coastal tourism destination while enhancing amenities for local surfers of all abilities.

GSDC played an important role in supporting the planning and delivery of this project, helping to create a valuable community asset that will generate lasting social, recreational and economic benefits for the Great Southern.

Albany Gas Network decommissioning

Supporting a coordinated transition to Albany's energy future

The announcement to decommission the Albany Gas Network, which services 8,000 customers, was a significant development for the region in 2025-26. GSDC worked with the Department of Energy and Economic Diversification, the City of Albany and other partners to ensure local impacts were understood and considered as part of transition planning.

This coordinated approach helped to inform the decommissioning timeframes and is providing households, businesses and service providers more time to plan and adapt. The transition was further supported by a \$10.8 million State Government investment to convert social housing properties to alternative energy sources and explore wider community options.

GSDC will continue supporting the community through this transition to ensure local voices are heard while planning for a more resilient and sustainable energy future.



Albany Mayor Greg Stocks, WA Senator Varun Ghosh and Hon. Stephen Dawson MLC at the official opening of the Southern Ocean Surf Reef



Local memorabilia on display at the official opening of the Southern Ocean Surf Reef

*Strategic priority*

Organisational excellence

A high-performing commission delivering with integrity, insight and impact

Lead with integrity, evidence and partnership to deliver impactful outcomes for the Great Southern.

GSDC staff welcome attendees to the Great Southern Budget Briefing in May
Jenny Feast



Our activities

Facilitated high-level government visits and regional advocacy tours to showcase Great Southern priorities, industries and investment opportunities.

Progressed privacy and responsible information sharing reforms to support compliance with the *PRIS Act 2024* and embed Privacy by Design principles.

Delivered the 2026 State Budget briefing events with the WA Premier and Ministers for Regional Development and Great Southern, providing our communities with accessible analysis of the investments, priorities and opportunities shaping our region's future.

Nominated for the 2026 Lonnie Awards, celebrating excellence in annual reporting.

Invested in Board and staff training to strengthen governance, cultural awareness, cyber security, emergency management and regional development capability.

Strengthened professional networks by collaborating with regional development practitioners across WA via the RDC network.

Collaborated with DPIRD and WA's RDCs to share knowledge, align priorities and support coordinated regional outcomes.

Monitored organisational performance through the annual independent client survey, achieving an 80.4% effectiveness rating and demonstrating GSDC's commitment to transparent, reliable and high-quality service delivery.

Briefed Ministers on Great Southern priorities, challenges and opportunities, using regional intelligence to support informed decision-making and investment.

Invested nearly 400 hours in Board and staff training to strengthen governance, regional development capability and a culture of continuous improvement.

Supported ongoing collaboration by hosting regional partners at GSDC facilities, strengthening relationships and enabling knowledge sharing across tourism, government and regional development networks.

Contributed regional intelligence and local insights to support Government response and resilience planning during global fuel supply disruptions.

Regional advocacy tours

Facilitating direct dialogue with government leaders

In 2025-26, GSDC strengthened the Great Southern's profile through a series of high-level government visits, creating direct opportunities to showcase regional priorities, industries and investment needs while facilitating engagement between government leaders, local stakeholders and regional industries.

In March, GSDC hosted Department of the Premier and Cabinet Director General, Michael Carey, providing firsthand insight into key economic, tourism, health, housing and education opportunities across the region. GSDC also coordinated the visit of His Excellency the Hon. Chris Dawson AC APM, Governor of Western Australia, showcasing the region's natural, cultural and community assets while facilitating engagement with local leaders and partners.

Throughout the year, GSDC supported multiple ministerial visits, including two visits by Premier Roger Cook, alongside the Ministers for Regional Development and Great Southern. These visits highlighted major regional initiatives, including Albany 2026, housing priorities and the Seven Cities vision, while creating opportunities to discuss local challenges and future opportunities directly with decision-makers.

By fostering these relationships and sharing regional insights, GSDC continues to strengthen the Great Southern's profile and position the region for future investment and growth.



Hon. Stephen Dawson MLC visits Paul Nelson Wines in Denmark during a visit to the region



Director General Michael Carey during a visit to the Albany Shellfish Hatchery

RDC networking

Collaborating for coordinated regional outcomes

Under the Regional Development Framework, Western Australia's nine RDCs and DPIRD work collaboratively to address shared challenges and deliver aligned, evidence-based outcomes. This coordinated approach strengthens regional intelligence, supports informed decision-making, and maximises the impact of regional development investment.

In 2025-26, GSDC actively contributed to this network, strengthening partnerships through cross-region projects, targeted collaboration groups, and ongoing engagement between Regional Development Officers, Local Content Advisors, Communications Advisors and Executive Assistants. At the leadership level, Directors, CEOs and Board members progressed shared priorities through strategic working groups, including the Western Australia Regional Development Alliance and the Regional Development Council.

In September 2025, GSDC staff attended a development workshop in Perth for executive and administrative officers from WA's nine RDCs and DPIRD, strengthening partnerships, sharing knowledge and building capability to support coordinated delivery of regional development outcomes.

This ongoing engagement shows our commitment to partnership-led delivery, enabling more coordinated responses to regional priorities and supporting the delivery of clear, timely and impactful outcomes for the Great Southern.

Privacy and responsible information sharing

Building a privacy-ready organisation

The *Privacy and Responsible Information Sharing (PRIS) Act 2024* is one of the most significant governance reforms introduced in the WA public sector in recent years, protecting individual privacy while promoting responsible government data sharing.

Throughout 2025-26, GSDC collaborated with DPIRD to deliver the policies, procedures and governance arrangements required to support PRIS compliance from 1 July 2026.

These outcomes reinforce our commitment to excellence in governance, performance and transparency while providing stakeholders with accountable and reliable services. With the PRIS framework now in place, GSDC will continue embedding a "Privacy by Design" approach to ensure privacy is incorporated into everyday systems and processes from the outset.

Training and development

Continuous learning and improvement

Team capability underpins GSDC's ability to deliver evidence-based, high-impact outcomes for the Great Southern. In 2025-26, Board and employees completed almost 400 hours of training and professional development, strengthening organisational capability and supporting a culture of continuous improvement.

More than half of GSDC's regional development staff are Australian Certified Economic Developers, recognised through Economic Development Australia. This level of training builds capacity and improves professional standards and outputs at GSDC.

Targeted professional development focused on both core capabilities and specialised knowledge, including Cultural Awareness, Cyber Security and Emergency Management. Regional Development Officers also completed accredited programs through Economic Development Australia and the Regional Australia Institute, strengthening the Commission's capacity to apply regional intelligence and evidence in investment attraction and decision-making.

Whole-of-team initiatives within GSDC, alongside external training with DPIRD and the network of RDCs helped to strengthen partnerships, cross-portfolio alignment and knowledge sharing. These investments in capability ensure GSDC maintains a skilled, agile and values-driven workforce, equipped to deliver with clarity, integrity and impact.

Situational reporting to Government

Regional intelligence and resilience planning

The disruption of global fuel supplies highlighted the importance of timely, evidence-based regional intelligence in 2025-26. For the Great Southern, where agriculture, freight and transport underpin the regional economy, understanding the potential flow-on impacts to businesses, communities and supply chains was critical.

Working through the network of RDCs and alongside State Government agencies, GSDC contributed local insights throughout the disruption. Engagement with local government, industry and regional stakeholders helped identify emerging risks and potential impacts on regional operations, service delivery and economic activity.

This information supported a coordinated State Government response across regional Western Australia and informed longer-term planning to strengthen regional resilience to future disruptions.



TENTERDEN HALL



Tenterden Hall hosted the Airing of the Quilts exhibition during the 2025 Bloom Festival
Jenny Feast

Commission efficiency and effectiveness

Delivering against targets and performance measures

Performance is monitored through an annual independent client survey, providing insight into GSDC's effectiveness and service delivery standards. The survey engages stakeholders across all three tiers of government, as well as community and private sector organisations, to assess impact and service quality.

In 2025-26, results demonstrated strong performance, with a customer service rating of 95.3% and an overall effectiveness rating of 80.4%. Respondents consistently highlighted staff professionalism, politeness and expertise, reinforcing GSDC's commitment to high-quality stakeholder engagement and delivery of regional development outcomes.

Organisational efficiency is measured by average cost per hour. In 2025-26, GSDC achieved an average cost per hour of \$144 against a target of \$139.

Actual results versus budget targets

Financial targets	2026 Target ⁽¹⁾ (\$000)	2026 Actual (\$000)	Variation ⁽²⁾ (\$000)	Explanation of significant variation
Total cost of services (expense limit) (sourced from Statement of Comprehensive Income)	3,173	3,313	(140)	Total cost of service is above target due to increased funding for expenditure on Tradestart and Regional Drought Resilience Plan projects, slightly offset by the delay in timing of expenditure on strategic grants.
Net cost of services (sourced from Statement of Comprehensive Income)	3,068	3,123	(55)	
Total equity (sourced from Statement of Financial Position)	129	518	389	Total equity is higher than target due to the delay in timing of expenditure on strategic grants.
Net increase / (decrease) in cash held (sourced from Statement of Cash Flows)	(107)	(119)	12	
Approved salary expense level	1,706	1,997	(291)	Expenditure against approved salary expense level is higher than target due to approved increases during the year aligned to funding for Tradestart and Regional Drought Resilience Plan projects.

(1) As specified in the Section 40 budget estimates.

(2) The variation is the difference between the Target and Actual for each line item.

Working Cash Targets

	2026 agreed limit (\$000)	2026 target ⁽¹⁾ / actual ⁽²⁾ (\$000)	Variation (\$000)	Explanation of Variation
Agreed working cash limit (at Budget)	66	66	N/A	N/A
Agreed working cash limit (at Actuals)	66	698	632	The variance in working cash limit is partly due to the timing of payments for Tradestart as well as timing of expenditure on strategic grants.

(1) Target to reflect GSDC's anticipated working cash for the 2025-26 financial year.

(2) Actual is the actual working cash held at the close of the financial year.

Significant issues

Torndirrup National Park
Dylan Alcock

Current and emerging issues and trends impacting the Great Southern

Climate change and the global energy transition

The transition to a low carbon economy presents both challenges and opportunities for the Great Southern. The region's natural advantages, research capability and strong primary industries position it well to benefit from emerging carbon economy opportunities, renewable energy projects, and climate-resilient agricultural practices. At the same time, changing rainfall patterns and increased climate variability are expected to impact the existing industries. Investing in climate adaptation and enabling infrastructure will help protect current economic activity while supporting new opportunities in clean energy manufacturing and renewable energy supply chains.

Housing

Housing availability and affordability remains one of the most significant challenges facing the region, impacting workforce attraction, service delivery and broader economic development. Addressing this issue requires coordinated action across government and industry to increase housing supply and deliver diverse accommodation options to support the region's key workforce. GSDC's ongoing efforts to improve housing outcomes are essential to support population growth, enable business expansion and strengthen regional liveability.

Geopolitical uncertainty and supply chain resilience

Growing global demand for food security, product traceability and sustainable production continues to create opportunity for Great Southern producers. At the same time, changing trade patterns and ongoing supply chain disruptions are increasing uncertainty across the region's agriculture and trade sectors. Strengthening supply chain resilience, diversifying export markets and reinforcing the Great Southern's reputation as a reliable producer will help position the region to respond to these evolving global conditions.

Infrastructure and connectivity

Fit-for-purpose infrastructure will play an important role in supporting economic growth, industry development and population expansion across the Great Southern. Continued investment is needed to address emerging challenges, including the decommissioning of reticulated gas infrastructure in Albany, access to secondary and tertiary education outside of Albany, and the availability of serviced industrial land, digital connectivity and efficient transport linkages across the region. Coordinated advocacy and strategic investment will help to unlock the region's economic potential and improve service delivery standards.

Population and demographic transitions

The Great Southern is experiencing demographic challenges including an ageing population, youth outmigration and low growth in smaller towns. These trends place pressure on workforce supply, service delivery and long-term regional sustainability. At the same time, increasing adoption of remote work, improved digital connectivity and innovative service delivery models are creating new opportunities to attract and retain residents.

Fuel and fertiliser supply disruptions

The Great Southern's reliance on agriculture and transport means fuel and fertiliser supply disruptions present an ongoing risk to economic activity and essential services, particularly in light of recent global supply disruptions. Strengthening fuel and fertiliser supply resilience through improved storage, distribution capacity and alternative fuel options will help support regional resilience and economic stability.

Disclosures

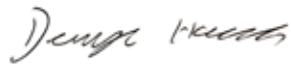
Sculpture at Binalup
Ann and Tom

Disclosures and legal compliance

Certification of Financial Statements for the financial year ended 30 June 2026

The accompanying financial statements of the Great Southern 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
6 August 2026



Jarrad Gardner
A/Chief Executive Officer
6 August 2026



Ricky Burges
Chair of the Board
6 August 2026

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Statement of Comprehensive Income for the year ended 30 June 2026

	Notes	Actual 2026 \$'000	Actual 2025 \$'000
COST OF SERVICES			
Expenses			
Employee benefits expenses	2.1(a)	1,997	1,793
Supplies and services	2.3	870	709
Depreciation and amortisation expense	4	-	5
Grants and subsidies	2.2	184	111
Accommodation	2.3	181	157
Other expenses	2.3	81	98
Total cost of services		3,313	2,873
Income			
Other income	3.2	190	138
Total income		190	138
Total income other than income from State Government		190	138
NET COST OF SERVICES		3,123	2,735
Income from State Government			
Income from other public sector entities	3.1	839	1,053
Resources received	3.1	2,052	2,054
Total income from State Government		2,891	3,107
SURPLUS FOR THE PERIOD		(232)	372
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD		(232)	372

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	414	565
Restricted cash and cash equivalents	6.1	165	133
Receivables	5.1	58	12
Total Current Assets		637	710
Non-Current Assets			
Amounts receivable for services	5.2	226	226
Property, plant and equipment	4	6	6
Total Non-Current Assets		232	232
TOTAL ASSETS		869	942
LIABILITIES			
Current Liabilities			
Payables	5.3	307	141
Employee related provisions	2.1(b)	26	51
Total Current Liabilities		333	192
Non-Current Liabilities			
Employee related provisions	2.1(b)	18	-
Total Non-Current Liabilities		18	-
TOTAL LIABILITIES		351	192
NET ASSETS		518	750
EQUITY			
Accumulated surplus		518	750
TOTAL EQUITY		518	750

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

	Notes	Accumulated surplus \$'000	Total equity \$'000
Balance at 1 July 2024		378	378
Surplus		372	372
Other comprehensive income		-	-
Total comprehensive income for the period		372	372
Balance at 30 June 2025		750	750
Balance at 1 July 2025		750	750
Surplus		(232)	(232)
Other comprehensive income		-	-
Total comprehensive income for the period		(232)	(232)
Balance at 30 June 2026		518	518

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		839	1,053
Net cash provided by State Government		839	1,053
<i>Utilised as follows:</i>			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employees benefits		(303)	(278)
Supplies and services		(355)	(298)
Accommodation		(181)	(10)
Grants and subsidies		(184)	(111)
GST payments on purchases		(52)	(37)
Other payments		(74)	(40)
Receipts			
GST receipts on sales		28	9
GST receipts from taxation authority		24	22
Other receipts		139	138
Net cash used in operating activities		(958)	(605)
CASH FLOWS FROM FINANCING ACTIVITIES			
Payments			
Principal elements of lease payments		-	(5)
Net cash used in financing activities		-	(5)
Net increase in cash and cash equivalents		(119)	443
Cash and cash equivalents at the beginning of the period		698	255
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD	6.1	579	698

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

Notes to the Financial Statements

1. Basis of preparation

The Great Southern 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 6 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:

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

Judgements and estimates

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

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 expense

	2026 \$'000	2025 \$'000
Employee benefits	1,772	1,619
Superannuation - defined contribution plans	225	174
Employee benefits expenses	1,997	1,793
Add: AASB 16 Non-monetary benefits	-	5
Net employee benefits provided	1,997	1,798

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.

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

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

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

2.1 (b) Employee related provisions

	2026 \$'000	2025 \$'000
Current		
<u>Employee benefits provisions</u>		
Annual leave	20	29
Long service leave	2	17
	<u>22</u>	<u>46</u>
<u>Other provisions</u>		
Employment on-costs	4	5
Total current employee related provisions	<u>26</u>	<u>51</u>
Non-Current		
<u>Employee benefits provisions</u>		
Long service leave	18	-
Total non-current employee related provisions	<u>18</u>	<u>-</u>
Total employee related provisions	<u>44</u>	<u>51</u>

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

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

Annual leave liabilities are 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 are classified as current liabilities where 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 involve settlements of annual and long service leave liabilities which 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	5	13
Payments	-	(7)
Additional/(reversals of) provisions recognised	(1)	(1)
Carrying amount at end of period	<u>4</u>	<u>5</u>

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
Recurrent		
Non-Public organisations	32	60
Public sector organisations	145	-
Local Government agencies	7	51
Total recurrent grant and subsidies	184	111

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

	2026 \$'000	2025 \$'000
Supplies and services ^(a)		
Board fees	64	79
Communications	16	15
Professional services	554	421
Consumables	55	66
Travel	73	56
Insurance	10	5
Licences fees and registration	10	5
Lease rent and hire costs	24	20
Advertising	21	3
Other	43	39
Total supplies and services expenses	870	709
Accommodation expenses ^(a)		
Office rental	118	87
Repairs and maintenance	31	35
Utilities, rates and charges	32	35
Total accommodation expenses	181	157

2.3 Other expenditure (continued)

	2026 \$'000	2025 \$'000
Other expenses ^(a)		
Repairs & maintenance	18	14
Internal audit fees	-	15
Other expenses	63	69
Total other expenses	81	98
Total other expenditure	1,132	964

(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.

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

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

3. Our Funding Sources

How we obtain our funding

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

	Notes
Income from State Government	3.1
Other income	3.2

3.1 Income from State Government

	2026 \$'000	2025 \$'000
Income received from other public sector entities during the period:		
Department of Primary Industries and Regional Development - operational funding	839	1,053
Resources received from other public sector entities during the period:		
Services received free of charge ^(a)	2,052	2,054
Total income from State Government	2,891	3,107

(a) Support Services provided by Department of Primary Industries and Regional Development to support the Commission in the fulfilment of its statutory functions and obligations under the *Regional Development Act 1993*. See Note 2.1(a) Employee Benefits and 2.3 Other expenditure.

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

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

3.2 Other income

	2026 \$'000	2025 \$'000
Other sundry income	190	136
Return of unspent grant monies	-	2
Total other income	190	138

4. Property, plant and equipment**Initial recognition**

Items of property, plant and equipment costing \$5,000 or more are measured initially at cost. Where an asset is acquired for no cost or significantly less than fair value, the cost is valued at its fair value at the date of acquisition. Items of property, plant and equipment and infrastructure costing less than \$5,000 are immediately expensed direct to the Statement of Comprehensive Income (other than where they form part of a group of similar items which are significant in total)

Subsequent measurement

Property, plant and equipment is stated at historical cost less accumulated depreciation and accumulated impairment losses, except for Works of Art which are anticipated to have indeterminate useful lives. Their service potential has not, in any material sense, been consumed during the reporting period. As such, no amount for depreciation is recognised in respect of these assets.

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
GST receivable	7	12
Other debtors	51	-
Total current receivables	58	12

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

5.2 Amounts receivable for services (Holding Account)

	2026 \$'000	2025 \$'000
Non-current balance at end of period	226	226

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 \$'000	2025 \$'000
Trade payables	233	127
Accrued expenses	65	-
Accrued salaries	9	7
Other payables	-	7
Total current payables	307	141

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.

	Note
Cash and cash equivalents	6.1
Capital commitments	6.2

6.1 Cash and cash equivalents

	2026 \$'000	2025 \$'000
Cash and cash equivalents	414	565
Restricted cash and cash equivalents	165	133
Total cash and cash equivalents	579	698

Restricted cash and cash equivalents

External project funds	165	133
------------------------	-----	-----

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: nil).

7. Financial instruments and Contingencies

	Note
Financial instruments	7.1
Contingent assets and liabilities	7.2

7.1 Financial instruments

The carrying amounts of each of the following categories of financial assets and financial liabilities at the end of the reporting period are:

	2026 \$'000	2025 \$'000
Financial assets		
Cash and cash equivalents	579	698
Financial assets at amortised cost ^(a)	277	226
Total financial assets	856	924
Financial liabilities		
Financial liabilities measured at amortised cost ^(a)	307	141
Total financial liabilities	307	141

(a) Financial assets and financial liabilities at amortised cost excludes GST recoverable from the ATO (statutory receivable)/ GST payable to the ATO (statutory payable).

7.2 Contingent assets and liabilities

Contingent assets and liabilities are not recognised in the statement of financial position but are disclosed and, if quantifiable, are measured at the best estimate and presented inclusive of GST receivable or payable respectively. There were no contingent assets or liabilities which would affect the Commission at the end of June 2026 (2025: nil).

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
Key management personnel	8.2
Related party transactions	8.3
Related bodies	8.4
Affiliated bodies	8.5
Special purpose accounts	8.6
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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 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:

	2026	2025
Compensation band (\$) of members of the accountable authority		
50,001 - 60,000	1	1
0 - 10,000	5	5
Compensation band (\$) of senior officers		
250,001 - 300,000	1	-
200,001 - 250,000	-	1
150,001 - 200,000	1	2
0 - 100,000	-	1
	2026	2025
	\$'000	\$'000
Total compensation for members of the accountable authority and senior officers	500	771

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

8.3 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.

8.4 Related bodies

The Commission had no related bodies during the reporting period.

8.5 Affiliated bodies

The Commission had no affiliated bodies during the reporting period.

8.6 Special purpose accounts

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

8.7 Remuneration of auditors

Remuneration paid or payable to the Auditor General in respect of the audit for the current financial year is \$Nil (2025: \$Nil). The Auditor General has dispensed with the audit for the year ended 30 June 2026 and 30 June 2025 under section 14 of the *Auditor General Act 2006*.

8.8 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.

8.9 Explanatory statement

The Commission is exempt from *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.

Key Performance Indicators

Certification of Key Performance Indicators for the year ended 30 June 2026

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



Ricky Burges
Chair
6 August 2026



Jarrad Gardner
A/Chief Executive Officer
6 August 2026

Detailed information in support of Key Performance Indicators

Service description and relationship to government goals

The Great Southern Development Commission delivers the Regional Development service to sustainably develop the natural and built environment for the wellbeing of all in the Great Southern region.

This service includes:

- providing strategic advice to Government on regional priorities and opportunities;
- facilitating collaboration between government, industry, Aboriginal organisations, local governments 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 facilitating and promoting sustainable investment in developing the Great Southern region's economy, infrastructure and services. 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 Goals	Desired Outcome	Service
WA Jobs Plan: Diversifying the WA economy, creating local jobs for the future.	The sustainable development of our region's natural and built environment for the wellbeing of all.	Regional Development
Building Safe and Inclusive Communities: Supporting our local regional communities to thrive.		

Key Effectiveness Indicator

The Commission measures its effectiveness indicators through an annual client perceptions survey, conducted by an independent market research company. The Commission’s clients include local governments, Commonwealth and State government agencies, community groups and private organisations.

Client satisfaction survey 2025-26

As part of the performance management component of the Commission’s strategic planning process, independent research consultancy firm, Perth Market Research, was engaged to undertake the 2026 Great Southern Development Commission client satisfaction survey. Key stakeholders were surveyed to determine their views and understanding of the Commission’s role, activities and performance.

A database of 272 clients was provided to Perth Market Research. Both online self-completion and telephone interviews were used to obtain a total of 153 client responses from the 272 clients surveyed, representing a response rate of 56%. This results in a maximum possible sampling error of +/- 5.2% at the 95% confidence level.

Respondents were asked if the Commission is effective or very effective in its coordination and promotion of development in the Great Southern. The reported result reflects the percentage of clients that rates the Commission as ‘very effective’ or ‘effective’.

Key Effectiveness Indicator:	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 Great Southern region	95%	96%	86%	80%	80.4%

Key Efficiency Indicator

Average cost per hour

The operating costs of the Great Southern 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	\$125	\$128	\$126	\$139	\$144

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

Total hours worked were 5% above target and total cost of services 9% above target resulting in the average cost per hour being 3% above target. This is largely due to approved increases in funding and resourcing than initially budgeted for the Regional Drought Resilience Plan and Tradestart projects.

Other financial disclosures

Pricing policy of goods and services provided

GSDC provides no chargeable goods and services for its core business.

Capital works

GSDC did not complete any capital works projects during 2025-26.

GSDC did not have any incomplete capital works projects at the end of 2025-26.

Workers compensation and rehabilitation

GSDC did not have any new workers' compensation claims in 2025-26.

Employment and industrial relations

Due to the 2017 Machinery of Government changes, the Chief Executive Officer is the only employee of GSDC.

Positions	2024-25	2025-26
Full-time permanent	1	1
Full-time contract	0	0
Part-time permanent (FTE)	0	0
Part-time contract	0	0
TOTAL	1	1



Wildflower walks in the Fitzgerald River National Park
Adam and Clara

Statutory information

Looking out over farming land from the Stirling Ranges
Tourism Australia

Other Statutory Information

Ministerial directions

Section 25 (2) of the *Regional Development Commission Act 1993* requires that the text of any written direction from the Minister is to be recorded in the Annual Report.

No Ministerial Directives were received by GSDC during the reporting period.

Senior officer interests

During the reporting period, GSDC did not incur expenditure with an entity in which a senior officer is also a Director, Partner or member of the Executive.

Board remuneration

During the reporting period, GSDC's Board met on 10 occasions which included five out-of-session meetings. The Risk Management and Audit Committee (RMAC) met on three occasions.

Position	Member name	Type of remuneration	Period of membership (months)*	Term of appointment (years)**	Base salary/sitting fees	Gross/actual remuneration
Chair	Ricky Burges	Stipend	12	3	\$47,250	\$52,751
Deputy Chair	Annie Roberts	Stipend and sitting fees	4	6	\$5,000 and \$530 half / \$790 full day	\$2,839
Deputy Chair	Darren Moir	Stipend and sitting fees	8	2	\$5,000 and \$530 half / \$790 full day	\$6,589***
Board Member	James Leiper	Sitting fees	10	3	\$422 half / \$680 full day	\$1,928***
Board Member	Liz Guidera	Sitting fees	4	2	\$422 half / \$680 full day	\$1,983
Board Member	Perin Mulcahy	Sitting fees	3	3	\$422 half / \$680 full day	\$0
Board Member	Robert Carruthers	Sitting fees	10	3	\$422 half / \$680 full day	\$2,535***
Board Member	Robbie Minter	Sitting fees	12	4	\$422 half / \$680 full day	\$2,755
Ex officio	Natasha Monks	N/A	12	N/A		

* Term served during reporting period

** Cumulative length of appointment period/s

*** Inclusive of RMAC sitting fees

Advertising, market research, polling and direct mail

In accordance with Section 175ZE of the *Electoral Act 1907*, GSDC monitors expenditure incurred during the reporting period in relation to advertising, market research, polling, direct mail and media advertising. Total expenditure (ex-GST) for the reporting period was \$20,058.15, as shown in the below table:

Expenditure	Organisation	Amount (\$)
Advertising Agencies		Nil
Market Research		Nil
Polling		Nil
Direct Mail		Nil
Media advertising	Business News	\$20,000
	Government Gazette	\$58.15
Grand total		\$20,058.15

Consultant expenditure

A consultant is a corporation or individual engaged under a fee for service contract for professional advice or information that includes strategic advice for the State Government to act on.

The Commission had no expenditure on consultants this financial year.

Acts of Grace

GSDC did not make any Acts of Grace payments in the reporting period.

Unauthorised use of credit cards

There were no instances of unauthorised or personal use of a credit card during the reporting period.

Compliance with public sector standards and ethical codes

All new Board Members and employees undertake training on the WA Public Sector Code of Ethics and GSDC's Code of Conduct, as well as ongoing integrity training for employees. GSDC continues to regularly review and update internal policies to ensure currency with Public Sector Commission updates.

GSDC had no compliance issues, as outlined in the Public Sector Standards, the WA Public Sector Code of Ethics and GSDC'S internal Code of Conduct, raised during the reporting period.

Record keeping

GSDC's Record Keeping Plan was endorsed by the State Records Office in December 2022, as required under section 19 of the *State Records Act 2000*. In accordance with the *State Records Act 2000*, GSDC's Record Keeping Plan will be reviewed within 5 years of the approval date and submitted to the State Records Office by December 2027.

All employees are aware of their record keeping roles and responsibilities and receive records management induction and ongoing training.

Professional development

GSDC is committed to the development of its Board and employees. New Board Members and employees undertake an induction process, inclusive of online training modules provided by DPIRD and the PSC. In addition, employees attend ongoing online and in-person trainings, both general in nature and role specific.

For more information on professional development, see page 64.

Access and inclusion

GSDC is committed to creating an inclusive environment in which all people can access our services and facilities.

We are guided by DPIRD's Access and Inclusion Plan 2024-29, which outlines initiatives aimed at addressing barriers to access services, information and facilities, and the promotion of inclusive and diverse workplaces.

This approach complements our commitment to an inclusive region where everyone can enjoy a high quality of life and participate in community activities without restriction based on ability. We support initiatives, agencies and businesses that promote equitable access and employ people with disabilities, and we use services from enterprises that do the same.

Workforce inclusion

GSDC is committed to a diverse and inclusive workplace.

Research shows that 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.

GSDC works closely with DPIRD to implement workforce inclusiveness requirements, and supports a number of DPIRD integrated plans that build on the richness of diversity and inclusion, including:

- Access and Inclusion Plan
- Reconciliation Action Plan
- WA Multicultural Policy Framework
- Aboriginal Workforce Strategy

Closing the Gap

GSDC acknowledges the ongoing strength and resilience of Aboriginal and Torres Strait Islander people and recognises the importance of working together to implement the National Agreement on Closing the Gap.

We operate under the WA Government's [WA Closing the Gap 2026-28 Implementation Plan](#). This Plan was developed in close partnership with Aboriginal partners, and identifies initiatives to drive change, formalise partnerships and deliver place-based outcomes tailored to WA's unique regions.

GSDC is committed to working in partnership with Aboriginal communities across the Great Southern. Through strategic investment, business development initiatives and culturally responsive engagement, we support Aboriginal-led priorities and aspirations. This approach recognises the importance of Aboriginal leadership and decision-making in driving meaningful change, strengthening partnerships and delivering outcomes that reflect the needs and aspirations of local communities.

WA Multicultural Policy Framework

GSDC operates under DPIRD's Multicultural Plan 2021 – 2026. This plan sets out ways in which we will work to achieve the priorities, outcomes and strategies of the WA Multicultural Policy Framework, for the Culturally and Linguistically Diverse (CaLD) community in Western Australia.

The Plan's priorities are:

- Harmonious and inclusive communities.
- Culturally responsive policies, programs and services.
- Economic, social, cultural, civic and political participation.

We recognised, celebrated and showed our respect for Great Southern multicultural communities throughout the year, by:

- Partnering with the Albany Chamber of Commerce to deliver the Koodjal Business Support workshops, outlined on page 28. These workshops are helping indigenous business Start, Build and Grow in the Great Southern.
- Supporting the implementation of the Great Southern place-based Reconciliation Action Plan. Head to page 47 to learn more.
- Lending our support to Aboriginal led regional events, such as the launch of the Pallinup-Marra Healthy Country Plan.
- Collaborating with stakeholders to ensure culturally sensitive planning and delivery of Albany 2026, honouring diverse community perspectives and cultural protocols. Learn more about Albany 2026 on page 44.
- Implementing a co-design approach to our major projects, ensuring Great Southern Noongar communities are consulted early and meaningfully.

Workplace health and safety management

GSDC recognises its duty to ensure the safety and health of its employees, contractors and visitors, and in meeting this duty will comply with the requirements of the *Work Health and Safety Act 2020* and any other legislation and supporting documents that apply to its operations.

We are committed to achieving the highest standards of workplace health and safety (WHS) management in accordance with best practice. We aim to:

- Meet WHS statutory requirements and standards to provide and maintain a safe workplace, plant and system of work.
- Foster ownership of resolving WHS matters through effective employee and management consultation.
- Provide employees with sources of WHS information, guidance and training.

GSDC has a documented Injury Management System in place, which is in accordance with the *Workers' Compensation and Injury Management Act 1981* and is accessible to all GSDC employees.

GSDC's record of performance against annual performance data requirements are tabled as follows:

Measure	Results – 2023-24	Results – 2024-25	Results – 2025-26	Targets
Number of fatalities	0	0	0	0
Incidence of work-related injury or illness	0	0	0	Reduce by 2% per year and 15% by 2033 compared with 2023
Incidence rate of serious claims with one or more weeks' lost time	0	0	0	Reduce by 2.5% per year and 20% by 2033 compared with 2023
Incidence rate of claims resulting in permanent impairment	0	0	0	Reduce by 2% per year and 15% by 2033 compared with 2023
Incidence rate of work-related respiratory disease	0	0	0	Reduce by 2.5% per year and 20% by 2033 compared with 2023
Managers and supervisors trained in:				
1. work health and safety as relevant to the PCBU's risk profile; and	1. 100%	1. 100%	1. 100%	1. Greater than or equal to 80% of cohort trained within last two (2) years
2. injury management	2. 100%	2. 100%	2. 100%	2. Greater than or equal to 80% of cohort trained within last five (5) years
Percentage of workers returned to work on full duties and hours within:				
1. 13 weeks; and	1. N/A	1. N/A	1. N/A	1. No target
2. 26 weeks	2. N/A	2. N/A	2. N/A	2. Greater than or equal to 70% returned to work within 26 weeks
Agency has a WHS management system that has been independently assessed in last five years	No	No	Yes	Yes
Consultative systems:				
1. Number of health and safety representatives	(a) 1	(a) 1	(a) 1	
(a) in total;	(b) 1	(b) 1	(b) 1	
(b) who have attended HSR training;	(c) 8%	(c) 7%	(c) 7%	
(c) shown as a percentage of workers;	(d) 1:1	(d) 1:1	(d) 1:1	
(d) shown as a ratio to the number of workplaces occupied by the Agency; and	2. DPIRD Albany Workplace Health and Safety Committee	2. DPIRD Albany Workplace Health and Safety Committee	2. DPIRD Albany Workplace Health and Safety Committee	No target – intended for agency trend information
2. Name/s of health and safety committees and sub-committees				

Annual Report 2025-26

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