

ENABLING

BOUNDLESS OPPORTUNITY



Annual Report 2025-26



MID WEST
DEVELOPMENT
COMMISSION



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FRONT COVER

Coral restoration work by nature technology start-up Coral Maker, supported through the Regional Economic Development Grants program. The project is establishing an ocean-based coral nursery at the Abrolhos Islands to support scalable reef restoration and the development of new nature repair opportunities in the Mid West. For more information, see page 54.

DISCLAIMER

The information contained in this document is in good faith, however neither Mid West Development Commission nor any of its directors, employees or contractors give any warranty of accuracy nor accepts any liability as a result of reliance upon the information, advice, statement or opinion contained in this document. This disclaimer is subject to any contrary legislative provisions.

WELCOME

The Mid West Development Commission’s (the Commission’s) annual report is an important tool used to ensure transparency and accountability to Parliament, our stakeholders and the community.

It is an account of our achievements during the reporting period and an insight into what we do, how we work and how we are enabling development opportunities to transform the region for better economic, social and environmental outcomes.

ENQUIRIES AND FEEDBACK

Making our annual report transparent, accurate and relevant is important to us, so we welcome your feedback.

ONLINE REPORT

To reduce printing costs and environmental impact, this report has been published in PDF format and is available to download from our website.

ACKNOWLEDGEMENT OF COUNTRY

The Mid West Development Commission acknowledges the Yamatji people as the Traditional Owners of the Mid West region, which includes the Amangu, Nhanhagardi, Wilinyu, Naaguja, Badimia, Widi, Nanda, Mullewa Wadjari and Wajarri people.

The Commission also acknowledges the Yugunga-Nya people near the Western Desert and the Yued people to the south.

We recognise their continuing connection to land, waters and community and pay our respects to them and their cultures, and to Elders; past, present and emerging.



STATEMENT OF COMPLIANCE

For year ended 30 June 2026

HON. STEPHEN DAWSON MLC
MINISTER FOR REGIONAL DEVELOPMENT

In accordance with section 63 of the *Financial Management Act 2006*, I hereby submit for your information and presentation to Parliament, the Annual Report of the Mid West Development Commission for the financial year ended 30 June 2026.

The Annual Report has been prepared in accordance with the provisions of the *Financial Management Act 2006* and the *Regional Development Commissions Act 1993*.

The financial statements comply with Australian Accounting Standards – Simplified Disclosures issued by the Australian Accounting Standards Board.

Lara Dalton
Chair
14 August 2026

Nils Hay
Chief Executive Officer
14 August 2026



FROM THE CHAIR

I am proud to present this Annual Report at an important milestone for the Commission: the final report delivered under our Strategic Plan 2023-26.

When the Plan was developed, the region was entering a period of considerable opportunity and change.

Our established resources and agricultural industries remained strong, while new opportunities were emerging across renewable energy, advanced manufacturing, digital technology, space, tourism and other sectors. At the same time, the region continued to experience complex challenges relating to housing, infrastructure, workforce capacity and access to essential services.

The Strategic Plan provided the Commission with a clear framework through which to respond. It focused our efforts on growing established and emerging industries, improving regional living standards, supporting Aboriginal economic development and strengthening the Commission's own organisational capability.

One lesson I believe has been especially important is the value of the Commission's role as an enabler. The Commission does not achieve regional development outcomes alone. Our contribution is often to bring together the right people, provide evidence and regional knowledge, identify opportunities, and help government, industry and communities navigate the pathway from an idea to an investable initiative.

Over the life of the Plan, we have strengthened the connection between our strategic direction, annual business planning and reporting. This has supported more disciplined decision-making and helped ensure our limited resources are directed towards areas in which the Commission can make the greatest contribution.

From the Board's perspective, the work completed during 2025-26 demonstrates the strength of this approach. Initiatives including the Mid West Digital Economy Strategy, Manufacturing Capability Overview, Murchison Mining and METS Strategy 2026-30, and the space economy investment prospectus have strengthened our understanding of the region's capabilities and opportunities, while providing clearer pathways for investment, industry development and regional benefit.

Together, these initiatives demonstrate the value of a consistent strategic direction, give our stakeholders clearer evidence of the region's capabilities and leave the Commission well placed to support future investment and decision-making.

There is much to recognise from the past three years, but the completion of the Strategic Plan does not mean that the work is finished.

Regional development is a long-term undertaking, and while significant challenges remain, I am encouraged by the strong foundations we have built.

Housing availability, access to health and other essential services, infrastructure capacity, land activation and the liveability of our communities will continue to require sustained attention and collaboration.

Our new Strategic Plan 2026-30 will carry these foundations forward, while responding to the Mid West's changing needs and opportunities. Its priorities are closely aligned with the broader priorities of the WA Government: Jobs, Health, Housing, Community, Environment and Infrastructure.

This alignment will help ensure the Commission's work contributes to both regional aspirations and wider State Government objectives. It also recognises that economic development cannot be considered in isolation. Strong industries and employment opportunities must be supported by appropriate housing, infrastructure, services, healthy communities and responsible environmental management.

On behalf of the Board, I extend my sincere thanks to the Commission's staff for the professionalism, commitment and deep regional knowledge they bring to their work. I am equally grateful to our partners across government, industry, local government, Aboriginal organisations and the community for their continued collaboration and commitment to the Mid West.

I also thank Minister Jarvis and Minister Dawson for the time they invest in travelling across our region, meeting with communities and gaining a firsthand understanding of our opportunities and challenges. It has been a pleasure to work with them and sharing the beauty and potential of the Mid West.

The achievements recorded under the Strategic Plan 2023-26 belong to this collective effort. As we begin the next chapter under the Strategic Plan 2026-30, I am confident that these partnerships will remain at the heart of our progress.

Warm regards,

LARA DALTON



OPERATIONAL STRUCTURE

WHO WE ARE

The Mid West Development Commission is a statutory authority of the Western Australian State Government and is one of nine Regional Development Commissions, functioning under the provisions of the *Regional Development Commissions Act 1993*.

Responsible to the Minister for Regional Development, the Commission has a Chief Executive Officer and team of staff located in the Mid West who are overseen by a Board of management, inclusive of community representatives, local government members and Ministerial appointments.

ENABLING LEGISLATION

The Commission was established under the *Regional Development Commissions Act 1993*.

The Commission's objectives under the Act are to:

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

HOW WE WORK

The nine Regional Development Commissions and the Department of Primary Industries and Regional Development (DPIRD) are the operational team for the Regional Development Portfolio.

The Portfolio has six areas of focus under the WA Regional Development Framework which respond to regional need and align with Government priorities and our legislative framework.

1. Jobs
2. Health
3. Housing
4. Community
5. Environment
6. Infrastructure

The framework represents our collective desire to achieve meaningful outcomes by collaborating, coordinating and aligning actions that draw on our collective expertise to make a regional difference.

Our Strategic Plan outlines our regional advantages, initiatives, projects and opportunities for the coming years, serving as a roadmap for achieving our vision.

It helps to focus the Commission's resources on balancing key economic drivers with the need to ensure that we are also continuing to enhance the liveability of our region.

This means jobs and economic diversity, but also delivery of services, housing, training and fostering a sense of place.

VISION

The Mid West is one of the most connected and diverse regions in Western Australia, where high value industries enable boundless development opportunities, creating a strong and prosperous economy that supports sustainable, adaptive and liveable communities.

PURPOSE

To enable development of the boundless opportunities existing across the Mid West region; collaborating and aligning with our partners across all tiers of government, industry and community to create better economic, environmental and social outcomes.

OUR PEOPLE

Organisational structure as at 30 June 2026



PERFORMANCE MANAGEMENT FRAMEWORK

OUTCOME BASED MANAGEMENT FRAMEWORK

Western Australia’s public sector performance management framework is referred to as Outcome Based Management (OBM). The framework enables agencies to demonstrate how the services they deliver contribute to intended government outcomes, with a focus on results and performance.

The Commission’s OBM framework provides the basis for monitoring and reporting its effectiveness and efficiency to Parliament and other stakeholders. In accordance with the *Financial Management Act 2006* and Treasurer’s Instruction 3 – Financial Sustainability, the Commission reports its approved desired outcome, service and key effectiveness and efficiency indicators.

Since the Machinery of Government changes of 1 July 2017, the Commission’s operating arrangements have included resources provided through the Department of Primary Industries and Regional Development (DPIRD). Salaries and other employee-related costs are paid through DPIRD, while the Commission continues to report the full cost of resources used in delivering its services.

The Commission maintains approved key performance indicators to assess the extent to which it achieves its desired outcome and delivers its service efficiently. These indicators also enable comparison of performance over time.

The performance results reported by the Commission include the contribution of DPIRD employees whose work supports the Commission.

The following table demonstrates the relationship between the Government’s goals, the Commission’s desired outcome, its service and the key performance indicators used to assess performance.

GOVERNMENT GOAL	Made in WA Plan - Diversifying our economy for the future and creating local jobs. Safe, Strong, and Fair communities - Supporting our local regional communities to thrive.
DESIRED OUTCOME	To coordinate and promote an environment that is conducive to the balanced economic and social development of the Mid West region.
SERVICE	Regional Development To promote economic development and sustainable regional communities.
KEY EFFECTIVENESS INDICATOR	Extent of client satisfaction that the Commission makes a positive contribution towards the economic development of the Mid West region.
KEY EFFICIENCY INDICATOR	Average cost per hour

CHANGES TO OUTCOME-BASED MANAGEMENT FRAMEWORK

The Agency’s outcome-based management framework did not change during 2025-26.

SHARED RESPONSIBILITIES WITH OTHER AGENCIES

The Commission shares responsibilities for growing and diversifying the economy, creating jobs and supporting skills development with DPIRD.

OUR MINISTERS

The Commission reported to Hon. Stephen Dawson MLC, Minister for Regional Development and Hon. Jackie Jarvis MLC, Minister for Mid West.

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



HON. STEPHEN DAWSON MLC



HON. JACKIE JARVIS MLC



Hon Stephen Dawson MLC - Minister for Regional Development (centre) with Directors; Angela and Peter Teale and team at Starsite Australia's Mullewa facility.

OUR BOARD

The Commission's Board of Management is responsible for setting the agency's strategic direction. It provides oversight and guidance, sets performance goals, ensures compliance and accountability, endorses strategic plans and approves operating budgets. The Board also ensures the Commission has the resources to achieve its goals, monitor progress and report on outcomes.

Board members are drawn from across the region and include Ministerial, Community and Local Government appointments. The following members served during 2025–26:



LARA DALTON CHAIR

Lara is a passionate local and trusted regional leader with a lifelong commitment to building a stronger, fairer and more vibrant Mid West.

From 2021 to 2025, she was elected to represent the seat of Geraldton in the WA Legislative Assembly. During her time in Parliament, Lara championed major upgrades in healthcare, education, social and affordable housing, and emergency services. Lara has also contributed her expertise to a wide range of governance roles. With a background in hospitality, education and training, Lara brings a practical, hands-on perspective to every role she takes on.

Lara was a Ministerial appointment to the Board in 2025.



LEAH HIRST DEPUTY CHAIR

Leah is a proud Yamatji-Badimia woman and a Director and Founder of JMH Group, VacWest Industrial and Midwest Sweeping Contractors.

With more than 20 years of experience in administration, human resources and management across the legal services, earthmoving, and contract management industries, Leah brings deep expertise to her work. Leah has strong governance experience, having served as a Board Member of the Mid West Chamber of Commerce and Industry and Desert Blue Connect.

Leah was a Ministerial appointment to the Board in 2025.



JERRY CLUNE BOARD MEMBER

Jerry is Mayor at the City of Greater Geraldton and by virtue of this role, he represents the City on a range of internal and external Committees and Advisory Bodies. He has a long association with sport in Geraldton and holds a Board position with the Wonthella Oval Management Committee (Chair) and until recently, the Mid West Sports Federation.

Jerry and his family run a mixed livestock and cropping enterprise at Bringo, east of Geraldton.

Jerry was a Local Government appointment to the Board in 2022.



DANE WATERS BOARD MEMBER

Dane is the CEO of Health Communication Resources, a health promotion charity that supports communities to use community media as a tool for social change.

Dane has over 18 years of experience in community development across several countries.

For the past 12 years, he has worked directly alongside community groups and organisations throughout the Mid West region, including the Mid West Aboriginal Media Association.

Dane was a Community appointment to the Board in 2025.



JO-ANNE BONNILY BOARD MEMBER

Jo-anne has developed a strong understanding of workforce participation and the practical challenges faced by individuals and communities in remote locations over the past decade, through roles across regional and remote WA and the Northern Territory.

Jo-anne is a passionate volunteer who actively contributes to her local community. She has a deep appreciation of Aboriginal culture and a well-informed understanding of the social, economic and logistical challenges associated with living in regional communities.

Jo-anne was a Community appointment to the Board in 2026.



GUY SIMS BOARD MEMBER

Guy is President of the Shire of Coorow, where he has developed strong experience in regional governance, economic development, stakeholder engagement and community infrastructure.

Guy has also held branch management roles with Landmark/Nutrien and Elders, giving him deep insight into the agricultural sector and regional business needs. He has a strong understanding of Mid West issues, including agriculture, supply chains, workforce attraction, housing, regional liveability and business growth.

Guy was a Local Government appointment to the Board in 2026.



EMMA FOULKES-TAYLOR BOARD MEMBER to 31 December 2025

Emma served as a Board Member from 2020, reaching her term limit at the end of 2025.

During her tenure, she made a valuable contribution to the strategic direction and work of the Commission. Her insight, commitment and strong advocacy for the region supported positive outcomes for communities across the Mid West.

The Commission acknowledges Emma's contribution to regional development and to the leadership and effectiveness of the Board.



NILS HAY CHIEF EXECUTIVE OFFICER

Nils commenced with the Commission in 2022, following eight years in local government senior executive roles in both the Mid West and Queensland.

Prior to entering the public service, he held a range of private sector positions across the construction, manufacturing and property sectors in both Australia and Japan.

Nils is CEO of the Commission and is a member of the Board by virtue of this position.

ABOUT THE REGION

The Mid West region spans approximately 285,000km², starting less than 250km north of Perth and stretching along the iconic coastline from Green Head to Kalbarri, north and east through productive pastoral country and the resource-rich Southern Rangelands as far as Meekatharra and Sandstone, and south into the fertile broadacre agricultural zone.

The region's capital - Geraldton - is the largest city north of Perth, and the major population and economic centre of the Mid West region.

The Commission divides the Mid West's 16 local governments into three sub-regions, the Batavia Coast, the Murchison and the North Midlands.

Traditionally dominated by agriculture and fishing, mining now leads the region's economic mix after significant growth and external investment over the past two decades. Construction, manufacturing, logistics, agriculture, fishing, various population servicing sectors (including health and education) and small supporting businesses are all now represented across the region's diverse industry profile.

The Mid West is traversed by key road, rail, air and maritime transport routes, pipeline and telecommunications infrastructure.

This provides our region with a host of social and economic development opportunities.

The region encircles an established and growing industrial area at Narngulu, the Oakajee Strategic Industrial Area, North Perth Basin and a diverse minerals province, spanning bulk commodities, precious metals, critical minerals and energy resources.

The Arrowsmith area of the North Perth Basin, with \$10 billion of current and proposed industry investment, is centred around on- and off-shore energy generation, natural gas, mineral sands extraction and rare earths processing, as well as hydrogen projects and carbon capture and storage.

The Mid West is recognised for its world-class wind and solar energy potential, making the greenfield Oakajee Strategic Industrial Area ideal for the production of green energy, hydrogen and its derivatives - like ammonia and green iron - servicing the growing decarbonisation needs of the region and the State.

These growing industries are activating a substantial infrastructure development agenda that has the potential to transform the regional economy and social landscape.

The Murchison minerals province focuses on gold, iron ore, lithium, vanadium, nickel, copper, titanium and critical minerals.

There are substantial existing and new major mining projects planned in the area.

The construction of the \$3 billion Square Kilometre Array is underway, representing a global effort to build the world's largest radio telescope and mega science project.



BATAVIA COAST

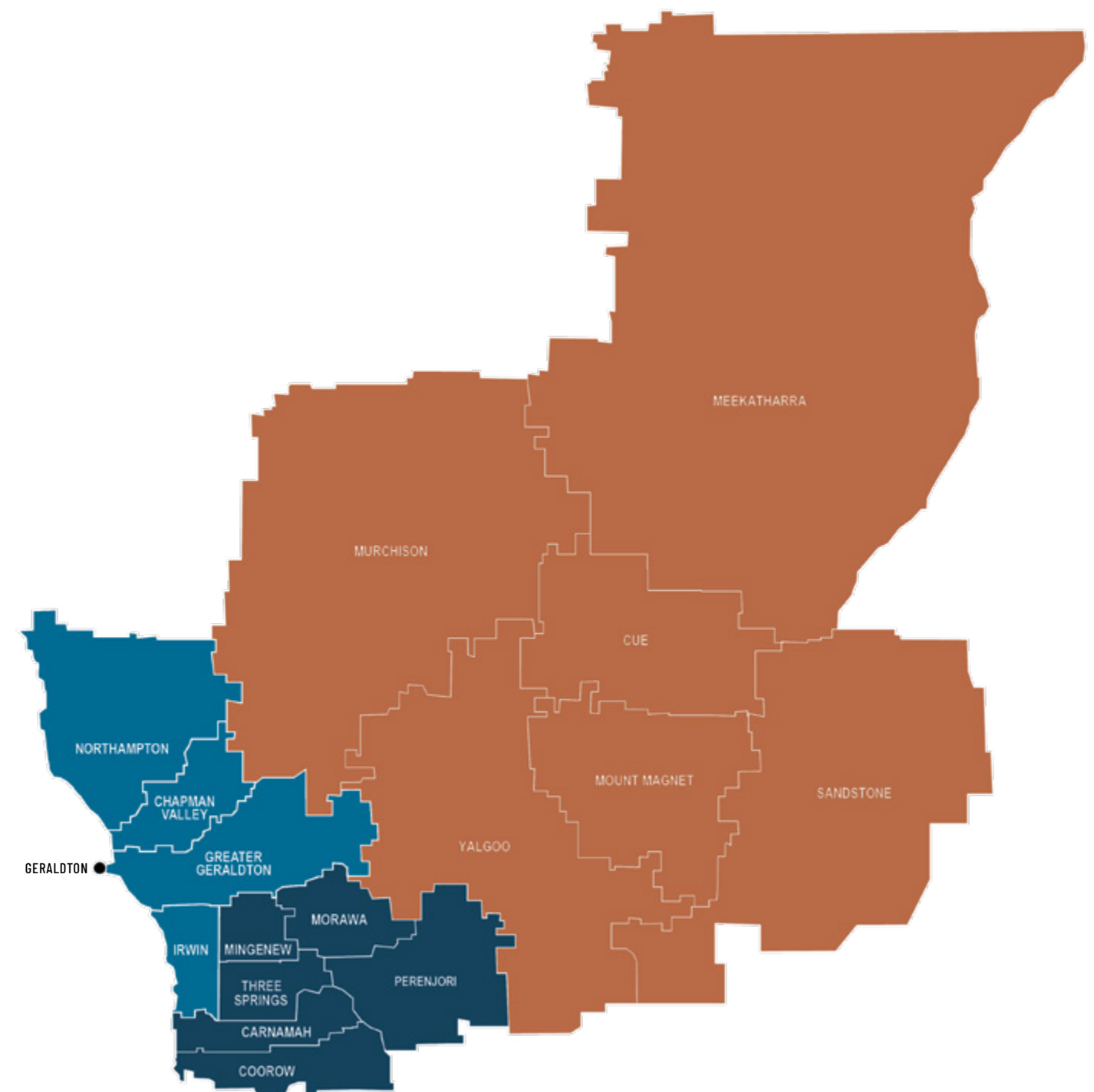
- Chapman Valley
- Greater Geraldton
- Irwin
- Northampton

MURCHISON

- Cue
- Meekatharra
- Mount Magnet
- Murchison
- Sandstone
- Yalgoo

NORTH MIDLANDS

- Carnamah
- Coorow
- Mingenew
- Morawa
- Perenjori
- Three Springs



2025-26 ECONOMIC SNAPSHOT

THE REGION AT A GLANCE



Gross Regional Product (GRP)

\$8.59 billion



Estimated Residential Population

58,931



Local jobs

26,361



Live and work locally

21,124



Aboriginal population

9.5%

KEY INDUSTRIES DRIVING GROWTH

Estimated contribution to Gross Regional Product (GRP)



Mining

\$4.39 billion
4,650 jobs

Rental, hiring and real estate services

\$637 million
196 jobs



Construction

\$424 million
2,405 jobs

Agriculture, forestry and fishing

\$350 million
2,183 jobs



Health care and social assistance

\$466 million
4,246 jobs

AGENCY PERFORMANCE

OUR ROLE

Our overriding approach at the Commission is to 'enable'. By fostering the growth and development of traditional and new industries, supporting the improvement of regional quality of life, normalising regional living standards and engaging meaningfully with Aboriginal people to improve socioeconomic outcomes, the Commission aims to link with overall state-wide regional development and create a prosperous WA economy.

The Commission's focus is to increase the opportunities for investment attraction and serve as a single window to provide the local knowledge, data and connections required to make beneficial investment decisions.

The Commission also provides a base from which local project proponents, industry and regional stakeholders can connect with other State Government agencies and potential investment partners.

Through connection, collaboration and facilitation, the Commission gives those looking to invest in the region access to boundless opportunities.

This is essential to overall regional development and progress, creating a region that is a desirable place in which to live, work and visit.

The Commission reports on its performance according to five strategic initiatives aligned with our Strategic Plan 2023-26:

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



STRATEGIC INITIATIVE 1

GROW EXISTING, AND IDENTIFY AND DEVELOP NEW, NON-RENEWABLE RESOURCE AND RELATED INDUSTRIES

Mining remains the most significant economic driver in the Mid West, with a diverse range of commodities extracted and processed for domestic and international markets.

The Commission maintained close engagement with existing and prospective mine developers, seeking to leverage investment for broader regional outcomes — including local content, workforce development, and education and training pathways.

Enabling infrastructure such as transport, water, power, communications and land corridor access is key to unlocking future potential.

The Commission has worked with agencies and stakeholders to identify infrastructure constraints and support projects to address them.

Pictured (above): Peter Fleay - Managing Director, GBSC, Sandra Carr MLC - Member for the Agricultural Region, Hon Stephen Dawson MLC - Minister for Regional Development, Jesse Moore - Project Manager, GBSC and Nils Hay - CEO, MWDC at GBSC's Modular Building Construction Factory project, made possible with a \$100,000 RED Grant.

MANUFACTURING SECTOR

Following the completion of a Mid West Advanced Manufacturing study in May 2025, the Commission has been progressing a range of initiatives to support the region's emerging advanced manufacturing cohort.

This work aligns closely with the WA Advanced Manufacturing Blueprint and Advanced Manufacturing Prospectus released in 2024, and the Made in WA manufacturing plan released in March 2025.

Developing and highlighting the region's impressive business capability is a key priority to ensure Mid West manufacturers are presented as viable and competitive commercial partners to support development of a diverse range of major projects.

The region has a key role to play in broader decarbonisation, clean energy transition, critical minerals, space, radio astronomy, data storage, telecommunications, marine sciences, marine services and defence agendas.

Maximising local content outcomes from these opportunities for Mid West businesses is a high priority for the Commission.

A capability overview was developed by the Commission with those Mid West businesses with the ability and interest to supply to major projects in priority sectors.

The publication contains:

- An indication of Mid West regional advantages and holistic capabilities (including some points of difference) of participating businesses.
- Case studies of four Mid West manufacturing businesses that were supported by the Commission with Regional Economic Development (RED) Grants to expand their regional capability.
- A profile of around 30 businesses under the subcategories of construction, information media and technology, manufacturing and other services.
- An overview of those businesses, highlighting their notable achievements, key industries serviced, key services provided, key clients/partners and applicable licences and accreditations.
- A call to action and offer of Commission support.

Already in use by industry partners, the Commission intends to revise and update the Capability Overview annually, which provides an opportunity for new entries and updates to existing content as businesses continue to evolve and expand their capability and experience.



A modular home delivered by GBSC's Modular Building Construction Factory project, made possible with a \$100,000 RED Grant.

MID WEST MINING

Mining activity continued to drive major project development across the Murchison during 2025–26, supported by favourable conditions across parts of the resources sector.

The Commission maintained regular engagement with mining and infrastructure proponents to understand project progress, emerging opportunities and potential constraints to development.

Promoting the Murchison's project pipeline and regional capability was also a focus during the year. The Commission supported the Mid West Major Projects conference in Perth, which featured presentations from New Murchison Gold, Fenix, FI Joint Venture, Australian Vanadium Limited, Element 25 and Vocus.

Murchison project proponents, including Victory Metals and Australian Vanadium Limited, also participated in the Mid West Chamber of Commerce and Industry's Mid West Economic Forum, sponsored by the Commission.

These events provided opportunities for proponents, government, industry and regional businesses to exchange information, build relationships and improve awareness of investment and supply chain opportunities across the Murchison.



Mid West Economic Forum panellists; Izzy Messina - MC, Graham Arvidson - CEO, AVL and Alannah MacTiernan - Head of Strategic Relations, Victory Metals

MINING AND METS STRATEGY

The Commission continued to engage with mining companies and Mining Equipment, Technology and Services (METS) businesses operating in, or seeking opportunities across, the Murchison.

Regional economic analysis identified that a significant proportion of expenditure associated with mining support services occurs outside the Mid West.

While the mining sector provides substantial employment and economic activity, this expenditure leakage highlights an opportunity to strengthen local supply chains, increase regional business participation and retain more economic value within the region.

This analysis, supported by consultation with industry, local governments and other stakeholders, informed the development of the Murchison Mining and METS Strategy 2026–30.

The Strategy identifies opportunities to grow local business capability, attract investment, strengthen regional supply chains and increase the contribution of mining activity to Murchison communities.

The Commission is working with industry, local governments, training providers and State Government agencies to progress actions focused on:

- investigating the Murchison mining supply chain and identifying opportunities to increase regional participation
- strengthening local business capability through targeted skills development, industry education and tender-readiness support
- showcasing the region's mining and METS capability through industry events, networking and investment promotion
- attracting METS businesses and encouraging new investment in the Murchison
- aligning industry skills requirements with locally delivered or regionally coordinated training opportunities
- supporting collaborative responses to workforce and accommodation constraints
- advocating for improvements to transport infrastructure, industrial land, utilities and other enabling infrastructure affecting mining and METS operations.

Through the Strategy, the Commission aims to strengthen the connection between major project activity and local economic outcomes, helping Murchison businesses and communities benefit more fully from continued resources sector development.

REGIONAL INFRASTRUCTURE

The Commission worked with partners across government to support the development and delivery of key infrastructure to drive regional industry outcomes. This includes ongoing engagement with:

- Mid West Ports Authority
- Department of Energy and Economic Diversification
- Water Corporation
- Western Power
- Main Roads WA
- Arc Infrastructure.

There is significant investment taking place in the Mid West at present, including:

- Geraldton Port Maximisation Project; and
- Clean Energy Link – North.

Further, the Commission was engaged in the development of the Strategic Industrial Lands Activation Plan, seeking to advance the region's integration of world-class industrial development with large-scale renewable energy, with the Oakajee SIA envisioned as a key driver for Western Australia's clean energy transformation.

The Commission continues to work with relevant agencies and stakeholders to support this activation work.





GROW EXISTING, AND FIND AND DEVELOP NEW, OTHER ALTERNATIVE INDUSTRIES

The Commission partnered with industry and government to progress a range of emerging sectors, including tourism, food production, renewable energy and the space economy.

These industries build on the region's competitive advantages and offer strong potential for further economic growth.

Renewable energy continues to attract significant interest due to the region's world-class solar and wind resources. The Commission supports proponents and facilitates related industry development enquiries.

Reliable and affordable access to power and water remains essential for growth in sectors such as horticulture, mineral processing and advanced manufacturing.

The Square Kilometre Array is a globally significant science project based in the Mid West, offering opportunities to attract skilled professionals and grow local capability in a 'smart', modern economy.

Pictured (above): Nils Hay - CEO, MWDC and Hon Stephen Dawson MLC - Minister for Regional Development officially launching the Mid West Digital Economy Strategy at the 2026 Mid West Economic Forum.

DIGITAL ECONOMY STRATEGY

Digital technology is shaping how our communities connect, how businesses grow and how industries innovate.

For the Mid West, it's a vital opportunity to strengthen regional liveability, support local jobs, improve access to services, and attract new investment.

In support of this opportunity, the Mid West Digital Economy Strategy was launched by Minister Dawson at the Mid West Economic Forum in June 2026.

For the WA Government, digital economy relates to economic activity reliant on, or significantly enhanced by the use of digital inputs, including digital technologies, digital infrastructure, digital services, and data.

This includes our farmers using moisture probes and smart boom sprayers to optimise their yield, retailers and tourism businesses using online marketing to expand their customer base, engineering and construction companies using digital twins to plan works, and governments providing basic services online.

Whilst this uptake has been ongoing, the Commission sees further opportunities for new technologies to transform our region.

This includes the use of generative AI, automation, robotics, and Internet of Things incorporating digital networks and sensors.

The Strategy is the end-result of engagement with more than 400 stakeholders across the region, ranging from state and federal agencies, local governments, business, and community members.

The Commission heard that the region's industries and communities are open to the opportunities new digital technologies present: 32% of respondents are early adopters of new technologies and 47.2% will adopt new technologies after seeing them used by someone else.

Key opportunities are seen as enhancing regional liveability, expanding digital access and connectivity, attracting investment and new industries, building local digital skills and literacy, and maximising our region's use of digital infrastructure.

The Strategy focuses on six key areas:

- Building digital skills and workforce capability
- Leveraging connectivity and infrastructure
- Supporting business, industry and innovation
- Fostering collaboration and investment
- Delivering value to communities
- Strengthening economic transformation and resilience.

Implementation is currently focusing on two priority actions:

- Mapping the local digital sector, including start-ups, SMEs and supporting institutions such as tech hubs, and developing a joint action plan. This will enable the region to collectively realise other actions including digital training, cyber-safety awareness and a technology expo hosted in Geraldton.
- Building our relationship with telecommunication companies and other government agencies to understand the infrastructure investment pipeline in our region, enabling the Commission to effectively advocate for regional priorities and ensure greater regional liveability from infrastructure development.

The Strategy provides an exciting opportunity for the Mid West to capitalise on its existing digital infrastructure and emerging technologies to enable boundless opportunity for all its residents and businesses.



OAKAJEE STRATEGIC INDUSTRIAL AREA

The Commission has remained engaged with both proponents and State Government agencies in supporting the activation of the Oakajee SIA.

This included participation in the development of the State's Strategic Industrial Lands Activation Plan, which highlighted Oakajee's potential to drive economic diversification and position the area as a hub for clean energy innovation and sustainable industrial growth.

ENERGY TRANSITION

During 2025–26, the State Government launched its State of Energy campaign, promoting clean, reliable and affordable energy generation that supports Western Australia's growing industrial and population needs.

The Mid West is well positioned to contribute to this transition. Its combination of natural resources, strategic infrastructure and an established local workforce provides a strong foundation for new investment, industrial development and regional economic growth.

Energy will be central to realising these opportunities. The region's natural gas resources continue to support manufacturing and industrial operations, while the Clean Energy Link – North transmission project is expected to increase access to renewable energy generation and strengthen network capacity.

Improved energy capacity and reliability will help enable major projects and create opportunities for downstream processing, manufacturing and supporting industries across the Mid West.

As the State Government progresses the modernisation and decarbonisation of Western Australia's electricity systems, the Commission has worked to connect regional energy planning with the current and future needs of project proponents.

This has included engagement with communities and Traditional Owners, government agencies, network providers and industry to build a shared understanding of emerging energy requirements, infrastructure constraints and development opportunities.

Through this work, the Commission is helping to ensure that regional energy planning supports investment, industry development and long-term economic opportunities for the Mid West.

KALBARRI FORESHORE REDEVELOPMENT

Following a delayed project kick-off, the revised master planning and project management planning phase for the Kalbarri Foreshore was initiated in 2025–26.

Realm Studios was engaged to undertake the works, to confirm community priorities and provide the necessary project detail to enable release of capital funding for the infrastructure delivery phase.

Funding of \$8.1 million has been committed to the project by the State Government, following extensive engagement, concept planning and business case development by Tourism WA (TWA) and the Commission in tandem with the Shire of Northampton.

The Kalbarri Foreshore Redevelopment Advisory Committee (KFRAC) was also stood up in 2025–26 to work closely with Realm Studios and shape the final masterplan and project management plan for procurement and infrastructure delivery.

The Commission and TWA are both members of KFRAC along with various local government and key community representatives in Kalbarri, which has met with Realm several times to progress the designs.

The master planning process has reaffirmed most key elements of the earlier concept planning and is shaping some critical new thinking and design changes to ensure the foreshore redevelopment meets its broader revitalisation, protection and economic activation mandate.

Where it started out as a foreshore improvement agenda, the project master planning has evolved into a longer-term strategic plan that reimagines and enhances the heart of Kalbarri.

The Shire and community will be able to use the revised masterplan and available funding to leverage additional support and continually improve infrastructure and amenity against a thorough and professionally developed vision.

GERALDTON AND KALBARRI TOURISM ACCOMMODATION ANALYSIS

In 2025, the Commission partnered TWA, the Shire of Northampton and the City of Greater Geraldton to undertake an assessment of the current supply of tourist accommodation in the Mid West hubs of Kalbarri and Geraldton, and to forecast the demand and market for accommodation investment over the next decade.

Kalbarri and Geraldton offer spectacular natural landscapes, vibrant regional centres, diverse cultural connections and access to the iconic marine and land-based National Parks.

Targeted public investment, iconic natural attractions and increasing visitor demand have driven substantial tourism sector growth of around 10% over the 12 months to 2025.

Coupled with a significant shortage in short-stay accommodation across the region, this growth has created substantial opportunities to diversify and expand accommodation options to meet modern traveller expectations.

This is particularly true for eco-sensitive and upscale offerings in Kalbarri and Geraldton, with strong potential for new developments centred around nature, coastal and cultural experiences.

The Study has confirmed that from 2024 to 2044, the region will need approximately 500 to 900 additional hotel, resort and motel rooms to support projected visitor growth.

Specifically, Geraldton is expected to require an additional 185 to 330 rooms in hotels and similar establishments compared to 2024 levels.

Meanwhile, Kalbarri is forecasted to need an increase of 120 to 210 rooms in hotels and similar establishments by 2044, along with an additional 105 to 190 caravan park sites.

The Study will conclude with some high-level concepts and feasibility testing of accommodation development scenarios in two priority sites in each location.

In Geraldton this comprises two distinct CBD sites with high-quality branded hotel potential.

In Kalbarri, the analysis considers a branded hotel in the town centre and an ecolodge or adventure retreat on the fringe of the National Park.

These development scenarios and modelling will be used to support the Commission's investment attraction and facilitation focus as we work with local proponents and developers to pursue built-form solutions in each location.



ABROLHOS TOURISM ACTIVATION

The Commission is leading the strategic direction for future development of tourism initiatives at the Abrolhos Islands through the Abrolhos Islands Interagency Coordination Group (ICG).

The ICG brings together key industry and government stakeholders across multiple management tenures, united by a shared vision to enable world-class, sustainable tourism at the Abrolhos.

A key deliverable of the ICG is an Action Plan, which will prioritise tourism infrastructure investment focused on enhancing the natural and cultural assets within Department of Biodiversity, Conservation and Attractions (DBCA)-managed National Park areas.

The Commission is also leading an Aerodrome Study in partnership with TWA and DBCA to inform decisions on upgrades to existing aerodrome infrastructure as a key enabler of scalable tourism development at the Abrolhos.

These investigations will support improved access for essential services, including the Royal Flying Doctor Service, as well as commercially viable small aircraft operations.

The Commission has also supported TWA to undertake a Tourism Opportunity Analysis to identify priority opportunities for future development and provide the baseline for investment across National Park and Bodies Corporate tenures.

In 2026, several tourism licences were issued to Bodies Corporate members, enabling overnight visitor accommodation and paving the way for both hosted and non-hosted accommodation options.

This represents a significant milestone in activating tourism and strengthening the visitor economy.

The Commission recognises the unique maritime history of the Abrolhos Islands and works closely with DBCA and the WA Museum to protect, interpret and promote these world-class heritage assets.

SPACE INDUSTRY ACTIVITY

The Mid West region's natural attributes have attracted globally important space industry infrastructure and investment since 1979, including its restricted radio-quiet areas and no-fly zones, minimal light pollution, and optimal climatic and atmospheric conditions.

The Commission has been a strong advocate for broader space industry development for many years with some strong developments and milestones reached in 2025-26.

Installation of the first of 131,000 SKA-Low antennas in the Murchison (Australia's share of the €3 billion Square Kilometre Array (SKA)) took place in March 2024 with key sections of infrastructure now in place and operational, spanning around 60km across the arid landscape.

Despite only being partially developed and with several more years of construction ahead, the telescope is already generating images and data that is changing radio astronomers' perceptions of the origins of our universe.

When complete, scientists believe the telescope will be sensitive enough to show more than 600,000 galaxies in the same frame and will help unlock understanding of our universe and its creation.

To leverage local benefit from the SKA, the Commission has worked with the Shire of Murchison and other regional stakeholders to plan for an immersive SKA interpretive centre (the Murchison Vast Sky Experience) at the Murchison Settlement.

In 2025-26, the Commission was also able to support the Shire with an early stage of its broader strategy to activate tourism at the Settlement, with \$250,000 through its annual RED Grants program.

The Murchison Oasis Roadhouse redevelopment will see expanded spaces for interpretation of key local assets like the SKA, astrotourism, Wajarri culture and station stay offerings, as well as additional accommodation and other visitor services to drive local jobs and economic opportunity.

NORTH MIDLANDS INFRASTRUCTURE DELIVERY

Historically, the Mingenew Space Precinct was 'ground zero' for space activity in the Mid West, being the location of NASA's Yarragadee Geodetic Observatory in 1979 to support its Space Shuttle program between 1981-89.

With a new high-capacity optic fibre installed recently through the Precinct for SKA-Low redundancy, the Commission was able to partner AARNet to secure funds for fibre reticulation into the towns of Mingenew, Three Springs, Carnamah and Coorow.

These installations were completed in 2025-26 and the communities now have the opportunity to connect critical community services and industry initiatives into fibre that can unlock unprecedented speeds, reliability and socioeconomic value.



NEW GROWTH OPPORTUNITIES

Starsite Australia has also been established as a new commercial space enterprise in Mullewa and Kojarena to leverage the region's fibre and other attributes for diverse lunar satellite tracking and defence sector applications.

Starsite's first antenna commenced construction in 2025-26 in partnership with K-SAT and is scheduled for completion by the end of 2026.

Starsite was a key partner with AROSE on the development of a business case exploring opportunities for WA space sector activation, focused on optical communications, which was supported by the State Government through the Commission.

The business case was completed through 2025-26 and has affirmed the region's potential to provide critical support to future lunar missions.

The Commission will continue to support AROSE as it confirms next steps in the region.

INVESTMENT ATTRACTION

A Mid West Space Industry Prospectus was developed by the Commission during 2025-26 to help advocate for the region's space sector prospectivity across its various major projects and industry hotspots.

This is one of a number of industry investment prospectuses being released as part of the Commission's Invest Mid West platform, to advocate the region's comparative space industry advantage and potential.



AQUACULTURE

Aquaculture in the Mid West is diversifying into emerging sectors, including seaweed and algae, shellfish such as oysters and scallops, and corals.

The Commission is working with industry, local education providers and government to prioritise targeted interventions that support growth in key species identified in the State's aquaculture planning framework.

This includes: working with DPIRD in supporting grow-out scallop trials that are progressing successfully towards commercial readiness; assisting proponents to undertake scallop production research tours to China; and working with project proponents and enabling government agencies to attract new investment into the Mid West.

Restorative coral initiatives continue to gain momentum, supported by the State Government's contribution to an \$11 million investment in coral regeneration projects under the WA Reef Regen Program roadmap.

The Abrolhos Islands coral reef has demonstrated resilience to climate-related bleaching, which is believed to be linked to its location at the junction of temperate and tropical ecosystems.

The Commission is working with a Mid West proponent, in consultation with the Batavia Coast Maritime Institute, to develop coral restoration initiatives that support the protection and long-term resilience of the Abrolhos' unique marine ecosystem.



MID WEST MEAT SUPPLY CHAIN

The Commission partnered with the Mid West Food Industries Alliance (MWFIA) to engage farmers, processors and other stakeholders across the Mid West fresh meat supply chain, with a focus on positioning the region to respond to opportunities arising from the phase-out of live sheep exports by sea.

During the year, local producers and processors were encouraged to consider opportunities under both rounds of the Supply Chain Capacity Program.

This included raising awareness of the program's focus on improving capacity, efficiency and productivity across the WA sheep supply chain, particularly through investment in local processing, on-farm finishing, handling, logistics and other infrastructure that can support regional supply chain resilience.

This engagement also helped inform discussion and activity under the North Midlands Agrifood Strategy, which identified opportunities in livestock processing, freight, workforce capability and value-added food products.

Collectively, these opportunities support a more resilient regional meat supply chain, improve the use of existing local assets and help retain greater value from agricultural production within the Mid West.



MID WEST FOOD INDUSTRIES ALLIANCE

The Commission continued to support the MWFIA through events, projects and strategic discussions aimed at strengthening the region's food and beverage sector.

This work helped build industry connections, improve understanding of the regional supply chain and promote opportunities for greater use of locally produced food and beverages.

A major focus was the continued development of Tastes of the Mid West, a regional brand created to showcase local producers, products and stories.

The brand was developed through a staged, industry-informed process that began with consultation and ideas gathering with producers.

This work culminated in the June 2026 launch of the Tastes of the Mid West website, established as a central platform for the region's food and beverage sector.

The Commission's support also helped to deliver the inaugural Meet the Local Buyer (Mid West) event in May 2026.

Delivered through MWFIA, the event brought together producers, chefs, hospitality venues, retailers, food service providers, community representatives and tourism stakeholders.

The event was designed to increase connections between local suppliers and buyers and encourage greater use of Mid West produce on menus, in retail outlets and across food service operations.

It provided producers with an opportunity to showcase what they grow, make and create, while helping buyers improve their knowledge of the products available across the region.





STRATEGIC INITIATIVE 3

NORMALISE REGIONAL LIVING STANDARDS

Enhancing liveability and connectivity will help position the Mid West as an increasingly attractive destination for people to live, work and invest.

The Commission worked with state and federal agencies and regional stakeholders to improve access to education and health services, expand opportunities and enhance quality of life.

To support population growth and workforce attraction, the Commission continued to lead efforts to increase housing supply and choice across the region.

Pictured (above): Isabella Serra - Executive Assistant and Leah Hirst - Director, JMH Group / MWDC Board Deputy Chair at the 2026 Geraldton Regional Careers Expo

RESIDENTIAL LAND DEVELOPMENT – STATION SQUARE

The Commission continued to support the activation of Station Square, Stage 2 of the Batavia Coast Marina project, in partnership with DevelopmentWA, the City of Greater Geraldton and Yamatji Southern Regional Corporation.

Located adjacent to the heritage-listed Geraldton Railway Station, Station Square is positioned to support mixed-use development, housing diversity and city centre activation.

In 2024-25, the Commission assisted with the reallocation of approximately \$1.65 million towards the project, complementing a further \$4.4 million State Government commitment in February 2025.

Construction of the first phase of civil works commenced in late June 2025 and reached practical completion in early 2026.

Works included the delivery of Monument Parade and Chambers Way, drainage, footpaths, lighting, landscaping and irrigation.

In March 2026, 15 cottage-style residential lots were offered to the market through an expression of interest process.

Monument Parade and Chambers Way were opened to traffic in May 2026, improving access through the precinct and supporting the next stage of residential and commercial development.



Pictured: Jerry Clune - Mayor, CGG, John O'Shea - Senior Project Engineer, TCD, Vu Phan - Business Support and Partnership Manager, YSRC, Lara Dalton - Chair, MWDC, Brad Pawlenko - Senior Development Manager, DevelopmentWA, Tony Free - Director Development Services, CGG.

RESIDENTIAL LAND DEVELOPMENT

The Olive Street Key Worker Housing Project has entered its final stage of construction, with works nearing completion.

Located in Mahomets Flats, the project is delivering seven new dwellings on CGG-owned freehold lots, increasing the supply of accommodation available for essential workers in Geraldton.

In 2024, the Commission played a key role in securing a \$1.6 million State Government contribution towards the \$5.99 million project.

This investment has enabled the development of seven homes across seven City-owned lots, helping to address critical workforce housing shortages in the region.

Upon completion, the dwellings are expected to be leased through the Government Regional Officer Housing program.

Under this arrangement, the City will retain ownership of both the land and housing assets while supporting the attraction and retention of essential service personnel.

The project represents a practical response to Geraldton's ongoing housing challenges and demonstrates the value of collaboration between local and State Government.

By activating underutilised local land and increasing the availability of key worker housing, the project will support essential services, strengthen workforce attraction and retention, and contribute to the region's long-term economic and community development.



HOUSING INDUSTRY ENABLEMENT

The Commission continues to lead the Geraldton Housing Advisory Group and Geraldton Housing Industry Working Group to support greater housing delivery in Geraldton.

The Geraldton Housing Advisory Group brings together government and industry stakeholders to identify barriers to housing supply, develop practical solutions and provide strategic advice to support implementation of the Geraldton Housing Action Plan.

Through the delivery of regular Geraldton Housing and Land summary publications, the Commission is achieving key Action Plan milestones and supporting industry efforts to attract new housing investment and unlock development opportunities in Geraldton.

The Geraldton Housing Industry Working Group provides a focused industry voice from the local building and construction sector.

It identifies constraints, opportunities and practical actions to improve housing delivery, while providing timely feedback on key initiatives.

Outside of Geraldton, the Commission has been working with local government and other key housing sector stakeholders to support applications for various State Government funding rounds focused on regional housing delivery.

REGIONAL WORKFORCE AND SKILLS

The Commission continued to support regional workforce development by engaging with Commonwealth Jobs and Skills Councils, which work with industry and the training sector to identify workforce needs, inform training priorities and strengthen skills pathways.

In June 2026, the Commission worked with the Mining and Automotive Skills Alliance (AUSMASA) to facilitate engagement with Mid West businesses across the automotive, agricultural machinery and marine machinery sectors.

The engagement provided local businesses with an opportunity to discuss workforce challenges, training pathways and emerging technical skills needs, including machinery servicing, mechanical trades and training delivery in smaller regional markets. Industry feedback gathered through the process will help inform national vocational education and training planning and reform.

The Commission also worked with BuildSkills Australia to share information with Mid West industry and support workforce development across the building, construction, property services, plumbing, water and civil infrastructure sectors.

These activities strengthened connections between local employers, training stakeholders and national skills bodies, helping ensure Mid West workforce priorities were represented in future skills and training planning.

As part of its ongoing engagement in the workforce development space, the Commission has also remained engaged with the Department of Training and Workforce Development (DTWD), Central Regional TAFE and other key stakeholders through the Mid West Regional Coordination Committee.

GERALDTON REGIONAL CAREERS EXPO

The Commission supported delivery of the Geraldton Regional Careers Expo as a member of the coordinating committee, working with the Mid West Education Regional Office and other regional partners.

Held across Geraldton Universities Centre and Central Regional TAFE, the Expo connected young people with local education, training and employment pathways and strengthened links between schools, industry and post-school education providers.

The event featured 45 exhibitors and engaged students from 15 schools across the Mid West and Gascoyne, as well as members of the public.

Through stakeholder engagement, event coordination and promotion, the Commission helped raise awareness of local career opportunities, strengthen industry-education partnerships and support regional workforce development.



WESTERN AUSTRALIAN DESIGNATED AREA MIGRATION AGREEMENT

The Commission continued to promote the Western Australian Designated Area Migration Agreement (WA DAMA) as an important workforce attraction initiative for employers experiencing persistent skills shortages.

Working with regional stakeholders, the Commission helped raise awareness of the program, including eligible occupations, skilled migration pathways and opportunities for businesses unable to source suitably skilled workers locally.

The Commission also supported Regional Development Australia Mid West Gascoyne (RDAMWG) to engage regional businesses and gather evidence on workforce needs across the Mid West.

Through industry consultation and survey activities, RDAMWG identified labour market gaps, recruitment challenges and occupations in high demand.

This work resulted in 45 new occupations being identified and submitted by RDAMWG to the Commonwealth Department of Home Affairs and DTWD Migration Services for consideration.

The evidence helped strengthen advocacy to government on WA DAMA occupation settings, ensuring regional workforce priorities were more clearly reflected in future skilled migration arrangements.



CLIMATE RESILIENCE

The Pilot Region Regional Drought Resilience Planning program completed two major projects to support agricultural resilience and collaboration across the pilot region, comprising the City of Greater Geraldton and Shires of Northampton and Chapman Valley.

The Pilot Region Research, Development, Adoption and Extension Agenda was developed in partnership with regional grower groups, locally based DPIRD research scientists and agricultural research organisations.

The Agenda identified priority areas for agricultural research and established a collaborative delivery model involving an Extension Coordinator working across the Northern Agri Group, Yuna Farm Improvement Group and Mullewa Dryland Farming Initiative.

This model aims to attract relevant research projects and farm trials to the region, drawing on its strategic location at the northern and eastern margins of the Western Australian Wheatbelt.

The Supporting the Sustainability of Volunteer Grower Groups in the Mid West report examined the operational and long-term sustainability challenges facing the three volunteer-run grower groups.

These groups play an important role in regional drought resilience by providing locally relevant extension services, peer support and connections between farming communities.

Completed in October 2025, the report identified increasing administrative and compliance requirements as a key pressure on volunteer capacity.

Its completion also prompted immediate collaboration between the grower groups, including the joint development of group newsletters.

The adoption of the North Midlands Regional Drought Resilience Plan and Implementation Plan enabled the Commission to progress a range of initiatives supporting economic diversification, environmental resilience and regional development.

The North Midlands Agrifood Strategy established a pathway for growth of the subregion's agricultural and food industries.

Developed to inform the Commission, MWFIA, local governments and grower groups, the Strategy identified opportunities in biofuels, irrigated horticulture using desalinated brackish water, livestock processing, freight and value-added food production.

Development of the North Midlands Destination Strategy also progressed during the year.

More than three weeks of workshops, interviews and site visits identified a range of underutilised visitor assets and opportunities to increase tourism activity.

With targeted investment in visitor experiences, infrastructure and marketing, the subregion has the potential to attract more grey nomads and road travellers heading north.

Work also commenced on a Resilient Landscapes Review, bringing together existing research on sustainable agricultural practices.

The Review focuses on soil health and protection, crop rotation and diversification, remnant vegetation and carbon farming, and salinity and water management.

As the program transitions to its second phase from 2026-27, the Commission will focus on progressing priority actions identified through the Pilot Region Agenda, the Grower Group Sustainability Report, the North Midlands Agrifood Strategy and the North Midlands Destination Strategy.

Although increasing temperatures and diminishing rainfall present a significant challenge to regional communities, the resilience and adaptability demonstrated across the Mid West show that coordinated action can help safeguard their future.

The Commission is excited to lead the next phase of this program and the development of capacity in our communities to thrive despite a changing climate.



LOCAL CONTENT PARTICIPATION

During 2025–26, the Commission continued to identify local content opportunities arising from government procurement, major infrastructure projects and private-sector investment.

Throughout the year, the Commission increased its engagement with local and State Government procurement officers, project proponents, head contractors and industry representatives to identify opportunities for Mid West businesses and stakeholders.

The Commission worked directly with businesses to improve procurement readiness, strengthen capability and facilitate connections with government agencies, major projects, contractors and industry networks.

This included helping businesses understand tender requirements, assess their capacity to participate and identify relevant business support and advisory services.

The Commission also established a regular newsletter to identify and distribute local tender and contracting opportunities, practical advice and referrals to services.

PORT MAXIMISATION PROJECT

The Commission maintained regular engagement with Mid West Ports Authority (MWPA) to support local participation in the Port Maximisation Project.

This included sharing regional industry information, connecting MWPA with local contractors, suppliers and service providers and distributing procurement updates and project briefings.

This engagement helped regional businesses better understand project requirements, assess their capability and prepare for future tender processes.

It also supported the identification and communication of potential barriers to local participation.

MULLEWA COMMUNITY HOSPITAL REDEVELOPMENT

The State Government awarded the contract for the Mullewa Community Hospital redevelopment to WA-owned and operated EMCO Building.

The project has a total budget of \$25.1 million and is expected to be completed by the end of 2026.

The Commission engages at a regional level with WA Country Health Service to maintain a level of visibility over project status and promote local content outcomes.

EMCO Building engaged with local contractors to support project delivery, creating opportunities for regional businesses and workers to participate in the redevelopment.

MEEKATHARRA HOSPITAL REDEVELOPMENT

The State Government engaged Hutchinson Builders through an Early Contractor Involvement process for the Meekatharra Hospital redevelopment.

The \$73.4 million Meekatharra Hospital redevelopment includes a modern emergency department with three treatment spaces, a resuscitation bay and a mental health assessment room, an acute inpatient unit with five inpatient beds including a bariatric bed and a palliative care suite and new renal dialysis services.

Hutchinson Builders actively engaged with the procurement team and the Commission's Local Content Adviser to identify suitable regional subcontractors and suppliers.

GERALDTON HEALTH CAMPUS RENAL UPGRADE

The Commission's Local Content Adviser sent out market sounding documentation to local businesses during the Early Tender Advice stage of the Geraldton Health Campus' Renal Upgrade.

The tender for refurbishment works associated with the Geraldton Health Campus renal upgrade was awarded to Geraldton-based Crothers Construction.

The \$2 million expansion will allow up to 20 additional patients to receive renal dialysis treatment locally, reducing the need to travel outside the region for care.

The appointment of a local contractor demonstrates the capability of Mid West businesses to deliver important regional health infrastructure.

MAJOR PROJECT SUPPORT

The Commission continued its engagement with the Murchison Green Hydrogen project to support regional business and workforce participation as the project progressed.

The Commission facilitated connections between the project team, local businesses, industry groups, training providers and relevant government agencies.

Engagement with the project helped local businesses better understand anticipated project timelines, procurement expectations and future capability requirements.

The project's Jobs Guide, launched ahead of the Geraldton Regional Careers Expo, identified more than 110 potential occupations and outlined the qualifications and skills likely to be required across the project and the broader renewable energy sector.

Central Regional TAFE continued working with the project and industry to align regional training with emerging workforce needs in hydrogen, renewable energy and supporting infrastructure.

PROCUREMENT ADVOCACY

The Commission continued to monitor changes to government procurement arrangements, including the increasing use of standing panels, cooperative procurement models and head-contractor arrangements for commonly purchased goods and services.

Commission analysis identified that some procurement structures may reduce the ability of regional suppliers to compete, particularly where service models are primarily designed around metropolitan delivery.

The Commission advocated for procurement approaches that preserve regional supply pathways and ensure local businesses are not unintentionally excluded through aggregated contracts, standing panels or head-contractor arrangements.

Previous engagement with major project proponents has demonstrated that early commitment to local participation does not always translate into accessible opportunities once projects move to tender.

This work recognises that major industrial and infrastructure projects, particularly those operating in environmentally and culturally sensitive areas, increasingly require meaningful community engagement, local economic participation and strong social licence to progress successfully.

Through these activities, the Commission strengthened communication between project proponents and regional businesses, improved supplier preparedness and advocated for procurement and workforce outcomes that deliver lasting economic benefits for the Mid West.



Mullewa Community Hospital redevelopment in progress.

COMMUNITY STRENGTHENING INITIATIVES

Over the course of the year, the Commission provided funding support to a range of local not-for-profit organisations to undertake projects which support sustainable, vibrant and liveable Mid West communities. A selection of these projects follows.

UNBREAKABLE FARMER – PERENJORI

The Commission funded delivery of the Unbreakable Farmer event in Perenjori, supporting free access to mental health and resilience education for the local community.

Delivered at the Perenjori Sports Club, the event featured farmer and mental health advocate Warren Davies and brought together the Shire of Perenjori, the Community Resource Centre, local volunteers and the 6B's men's support network.

Around 40 community members attended the event, which provided a positive and welcoming environment for people to learn, connect and discuss the challenges of rural life.

Feedback indicated the event encouraged participants to speak more openly about their mental health experiences and support others to do the same.

By helping make the event free to attend, the Commission reduced barriers to participation and supported greater access to wellbeing initiatives in a small regional community.

The project also strengthened collaboration between local government, community organisations and volunteer networks.

MID WEST MULTICULTURAL ASSOCIATION

The Commission supported the Mid West Multicultural Association to deliver a new website and digital cookbook celebrating the region's cultural diversity.

Launched in September 2025, the new website includes Tastes of the World, an online collection of recipes, cooking demonstrations and personal stories contributed by local residents.

The platform provides an accessible way to preserve and share cultural traditions, while strengthening connections across the region's multicultural community.

It also increases the Association's capacity to promote its activities and support the many cultural groups that contribute to the social fabric of Geraldton and the wider Mid West.

BATAVIA COAST MINIATURE RAILWAY

The Commission supported the Batavia Coast Miniature Railway Society to upgrade track infrastructure at its Spalding Park facility in Geraldton.

The project involved galvanising new track panels to replace more than 600 metres of existing railway track affected by corrosion from reticulated bore water used on surrounding parklands.

The upgrade will reduce ongoing maintenance and replacement costs, allowing the volunteer-run Society to direct more resources towards improving the railway and increasing operating opportunities for the community.

Operating at Spalding Park for almost 20 years, the miniature railway offers rides behind steam, diesel and petrol-powered locomotives across more than one kilometre of track.

It provides a unique family attraction for Geraldton and the wider Mid West, with monthly run days, school holiday activities, special events and private hire opportunities.

The railway also complements the surrounding playground, bicycle tracks and picnic facilities, helping activate the Spalding Park precinct and encouraging families to spend more time in the area.

The project will help maintain a safe, sustainable and accessible community attraction while supporting volunteer participation, family recreation and local tourism.



OLYMPIANS SPORTS BRA PROGRAM

The Commission supported the Olympians Basketball Club to continue its Sports Bra Program, helping improve comfort, confidence and participation for 161 female athletes.

The program provides players of all ages with access to appropriately fitted, supportive sports bras as part of the club uniform. It also promotes greater awareness of breast health and the importance of suitable support during physical activity.

By reducing financial and knowledge barriers, the initiative aims to ensure female athletes can participate in basketball safely and confidently.

The volunteer-led club worked with locally owned stores to supply a range of high-quality sports bras and leveraged the Commission's contribution with funding from other local partners.

The initiative reflects the club's broader commitment to connection, inclusion and belonging through sport, while supporting the health and wellbeing of female athletes both on and off the court.



GERALDTON YACHT CLUB SAILABILITY ASSESSMENT

The Commission funded a pre-feasibility assessment to explore options for improving access to sailing for people with disability at the Geraldton Yacht Club.

Undertaken by Access to Leisure and Sport in partnership with the Geraldton Yacht Club, the assessment examined the infrastructure, equipment and operational requirements needed to support safe and inclusive participation by sailors, volunteers and support workers.

The work identified several practical constraints, including participant transfers, manual handling risks and the need for suitable launching and retrieval arrangements for the club's four Hansa 303 yachts.

The assessment provides an initial evidence base to guide future planning, design and funding decisions, including further technical investigations, stakeholder engagement and cost refinement.

By funding this early-stage work, the Commission has helped establish a pathway towards a safer and more accessible Sailability program, with the potential to strengthen inclusive recreation and improve community access to Geraldton's waterfront.



CREATIVE INDUSTRIES

The Commission supported a range of creative industries initiatives during the year, helping build regional capability, showcase local talent and strengthen cultural participation. Supported initiatives included:

- Geraldton Open Studios and Surrounds — a regionally led arts and cultural tourism initiative showcasing artists across Geraldton and surrounding Mid West communities.
- Mullewa arts development — assistance to furnish a new arts headquarters at the Mullewa Anglican Church Hall.
- Women of Gero — support for Euphorium's collaborative performance program at Blue Healers Square, providing 10 emerging female artists with mentoring and an opportunity to perform before a local audience.
- Regional Sounds — support for new equipment and an industry development program, including six professional development workshops, engagement with WA Music representatives and a future Blunderbus Roadshow workshop and performance.
- Radio MAMA — support for development of the Midwest Aboriginal Media Association as a regional Aboriginal media hub.
- Chapman Valley Country Music Festival 2026 — support for the delivery and development of the regional music event.

Together, these activities supported local artists and organisations, strengthened regional creative industry networks and increased opportunities for cultural participation, professional development and tourism.

MID WEST ART PRIZE

The Commission was a proud supporter of the Mid West Artist Award as part of the 2025 Mid West Art Prize at the Geraldton Regional Art Gallery.

A highlight of Geraldton's cultural calendar, the biennial Art Prize celebrated contemporary artists from across Western Australia.

The exhibition featured works by 64 finalists across both floors of the Gallery, with more than 400 people attending the opening gala.

The Commission presented the Mid West Artist Award to respected Geraldton textile artist Chris Bolton for her work, Unhoused/Unheard.

Through its support of the award, the Commission helped recognise regional artistic achievement, increase the profile of Mid West artists and strengthen connections between artists, audiences and the wider creative sector.



EDUCATION

GERALDTON UNIVERSITIES CENTRE

The Commission has been a consistent Hollomby Foundation scholarship provider since 2004, helping ensure local access to university-level study in the Mid West.

In 2026, the Foundation awarded \$83,500 to 30 local students, including a scholarship from the Commission to Peta Humphreys who is studying a Bachelor of Education.

Education graduates are vital for regional communities like the Mid West, where attracting and retaining qualified teachers is critical to maintaining access to quality education.

CENTRAL REGIONAL TAFE

The Commission has a longstanding partnership with Central Regional TAFE to offer course-based scholarships in information technology (IT).

Graduates with IT qualifications are in high demand across the globe and play a crucial role in helping communities and organisations stay connected.

Levko Domazar received the Commission's scholarship in 2025 to complete a Certificate IV in Information Technology.

GOSHACKATHON

As part of its commitment to delivering better education outcomes for regional students and growing local skills and innovation, the Commission was a major sponsor of the second annual Mid West GoSHowcase and GoSHackathon held in Geraldton.

The two-day event engaged Mid West students in technology-driven learning, featuring interactive displays and a hackathon focused on solutions for real regional challenges like water, housing and community wellbeing.

More than 500 students participated across both events, highlighting the value of early engagement in STEM fields, which are essential to building a future-ready workforce for regional communities.



STRATEGIC INITIATIVE 4

ABORIGINAL ECONOMIC DEVELOPMENT

The Commission recognises the vital importance of Aboriginal people, their culture and their contribution to the regional economy.

It has embedded Aboriginal economic development outcomes across a range of activities, including tourism, infrastructure, mining, agribusiness and community development.

This approach supports inclusive growth and long-term regional resilience.

YAMATJI NATION ECONOMIC DEVELOPMENT

Through its ongoing support role in the Yamatji Nation Indigenous Land Use Agreement (ILUA), the Commission has a diverse working relationship with Yamatji Southern Regional Corporation (YSRC).

This engagement has a primary focus on tourism infrastructure planning at Pink Lake and Lucky Bay, but spans economic development opportunities across housing, data centres, renewable energy, water, tourism accommodation and Geraldton CBD activation where they intersect with the Yamatji estate.

YSRC is represented on the Batavia Coast Marina stage 2 working group and housing working groups facilitated by the Commission, which highlights various worker housing development opportunities across several Mid West communities.

The Commission has supported YSRC with planning, agency engagement, proponent introductions and support with various State and Commonwealth housing funding schemes.

The Commission undertook data centre viability research during 2025-26 while YSRC concurrently developed its own data centre investment prospectus, targeting key Yamatji land parcels and water reserves, State power and gas infrastructure, renewable energy credentials and major project demands.

This confluence of critical factors makes several YSRC land assets highly prospective for project development and the subject of ongoing engagement.

Similarly, the Commission continues to engage with Yamatji Water as it expands its capability and connections with communities and diverse large and small industry proponents across the region.

YSRC was also a key partner in the Geraldton and Kalbarri Tourism Accommodation Study, with a particular focus on Lot 601, Marine Terrace, opposite the Geraldton foreshore.

Lot 601 was profiled as a key investment opportunity to help address the substantial short-stay accommodation deficit in Geraldton, delivering new commercial assets and a landmark Yamatji-themed public realm focus in the CBD.

The Study outputs will help to inform YSRC's Expression of Interest process to secure private sector developer interest in the site, which will be released to market early in 2026-27.

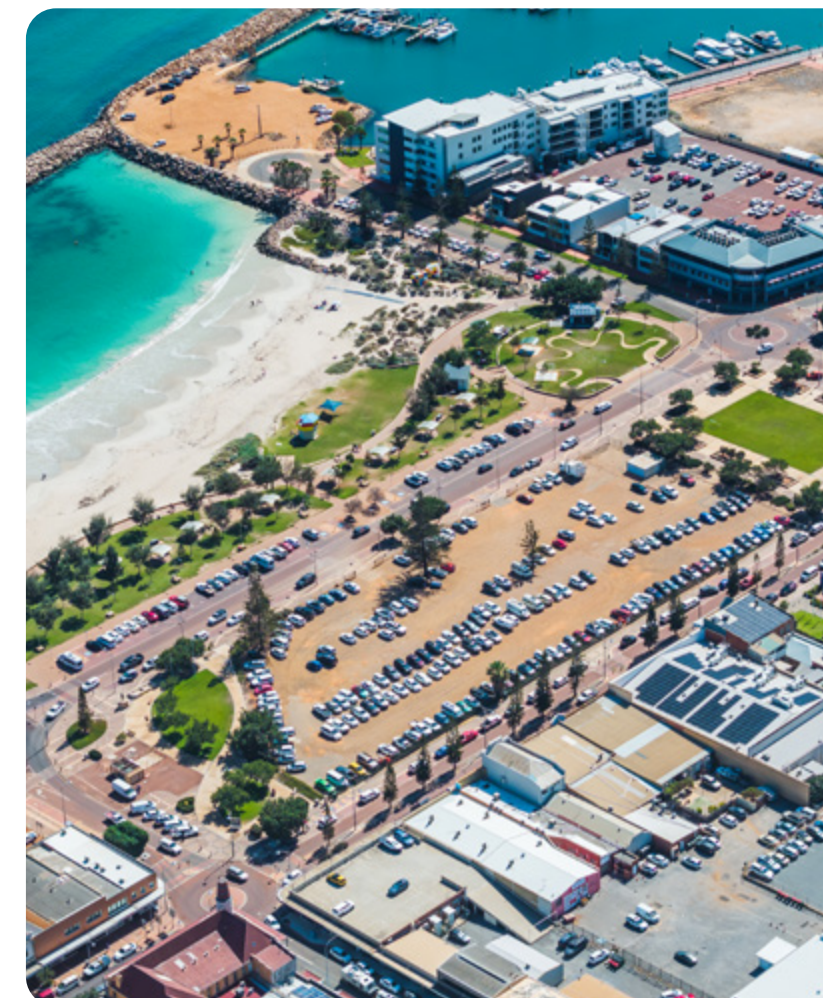
WAJARRI ECONOMIC DEVELOPMENT

The Commission has regular engagement with Wajarri Yamatji Aboriginal Corporation (WYAC) and Wajarri Enterprise Ltd (WEL) as the economic development arm of the Wajarri Group, which has a remit through the northern parts of the Mid West and into the Gascoyne and Pilbara regions.

The Commission previously supported WYAC with funding for a new Wajarri tourism and economic development business centred on Walga Rock near Cue, which aligns with separate State Government commitments to tourism infrastructure and land management through its Plan for our Parks initiative.

The focus areas of WYAC and WEL are also diverse, spanning short-stay accommodation, cultural awareness, heritage clearance work, land care, carbon farming and small business development and support for major projects including mining and the SKA-Low.

The Commission continues to support WYAC and WEL with options as decisions are made to pursue new strategies and opportunities in the Murchison.



PINK LAKE AND LUCKY BAY

Strong progress was made with the necessary planning and design work at Pink Lake and Lucky Bay, which were each apportioned funds through the Yamatji Nation ILUA for tourism infrastructure development.

Opportunities and constraints analyses have been undertaken across both sites to reaffirm aspirations of the Hutt River cultural representatives along with feasibility and design priorities and challenges.

Each site has a range of complexities spanning tenure, environmental, servicing, access and parking, community interface, engineering and geotechnical conditions.

That aside, the two sites boast some of the region's most outstanding visitor appeal coupled with sought-after Yamatji cultural perspectives and engagement potential.

With such complexities and rare visitor appeal, it must be done right.

The Commission and TWA are working closely with YSRC as they work through the extensive engagement processes, feasibility testing and planning and design.

Planning at both sites is at critical milestones and key decisions will be made by YSRC and key stakeholders during 2026-27.

ABORIGINAL ART STRATEGY DEVELOPMENT

The Commission supported the development of the Mid West Aboriginal Art Strategy 2026-30, commissioned and led by Yamaji Arts.

The project was co-funded by the Department of Creative Industries, Tourism and Sport, and the Commission.

The Strategy establishes a practical five-year framework to strengthen the Mid West Aboriginal visual arts sector.

It recognises the region's significant artistic talent, cultural authority, tourism potential and community value, while identifying the need for greater coordination, investment and industry development.

ART CENTRES AND ARTISTS SUPPORT

The Commission supported the Badimia Land Aboriginal Corporation and its administrator, Fiduciary Advisory Services, to prepare a business case for the proposed redevelopment of the Wirnda Barna Art Centre in Mount Magnet.

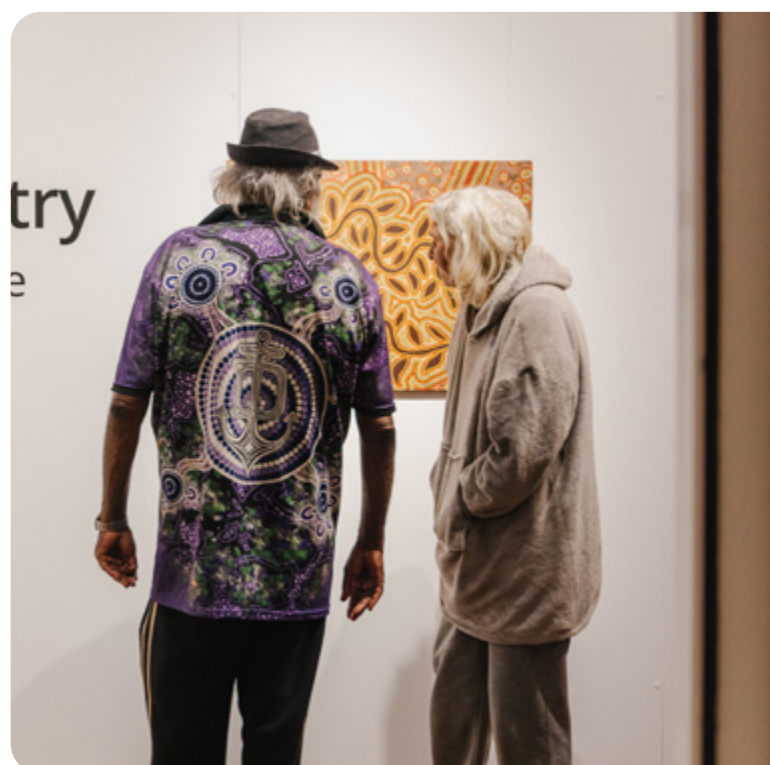
Established in 2009, Wirnda Barna is an Aboriginal-owned and governed cultural enterprise located on Badimia Country.

The Centre provides an important platform for artistic production, cultural knowledge sharing, community wellbeing and economic participation but is currently constrained by limited studio, exhibition and storage facilities, low visibility and accessibility, and inadequate capacity to support tourism, training and digital sales.

The proposed upgrade would enable Wirnda Barna to develop from a functional community art space into a more significant regional cultural and economic asset.

The Commission's support for the business case has helped establish an evidence base for future funding and investment decisions.

Over the last year, the Commission also provided advice and project support to Ku'arlu Mangga Aboriginal Art Centre in Northampton, Yamaji Art in Geraldton, Yalgoo Art Centre, Malya Mayu artist Timika King in Meekatharra and other Aboriginal artists across the region.



MAXIMISING LOCAL CONTENT OUTCOMES FOR ABORIGINAL BUSINESSES

During 2025-26, the Commission continued to support economic growth and increased participation by Aboriginal-owned businesses across the Mid West.

The Commission strengthened relationships with Aboriginal enterprises, Aboriginal corporations and business support networks to improve the visibility of regional capability and increase access to procurement opportunities across government and industry.

A key focus was understanding the strengths, aspirations and capacity of individual businesses so that support could be practical, relevant and targeted.

This included promoting procurement opportunities, helping businesses understand project and tender requirements, and advocating for procurement and contracting approaches that provide regional small and medium-sized businesses with a realistic opportunity to participate.

BUNDIYARRA REGIONAL ABORIGINAL COMMUNITY KINSHIP STAY

The Bundiyyarra Regional Aboriginal Community Kinship Stay provided a strong example of Aboriginal and local participation in a major government project.

The Commission's Local Content Adviser engaged with the project procurement team to support local participation, with project delivery ultimately involving regional Aboriginal business GBSC Yurra.

The project created opportunities for local Aboriginal employment and contracting while contributing to regional construction capability.

It also demonstrated how procurement approaches that consider local capability can generate broader and longer-term economic and community benefits.

BUSINESS AND PROCUREMENT SUPPORT

The Commission continued to promote the capabilities of Aboriginal businesses to major project proponents and State Government procurement teams.

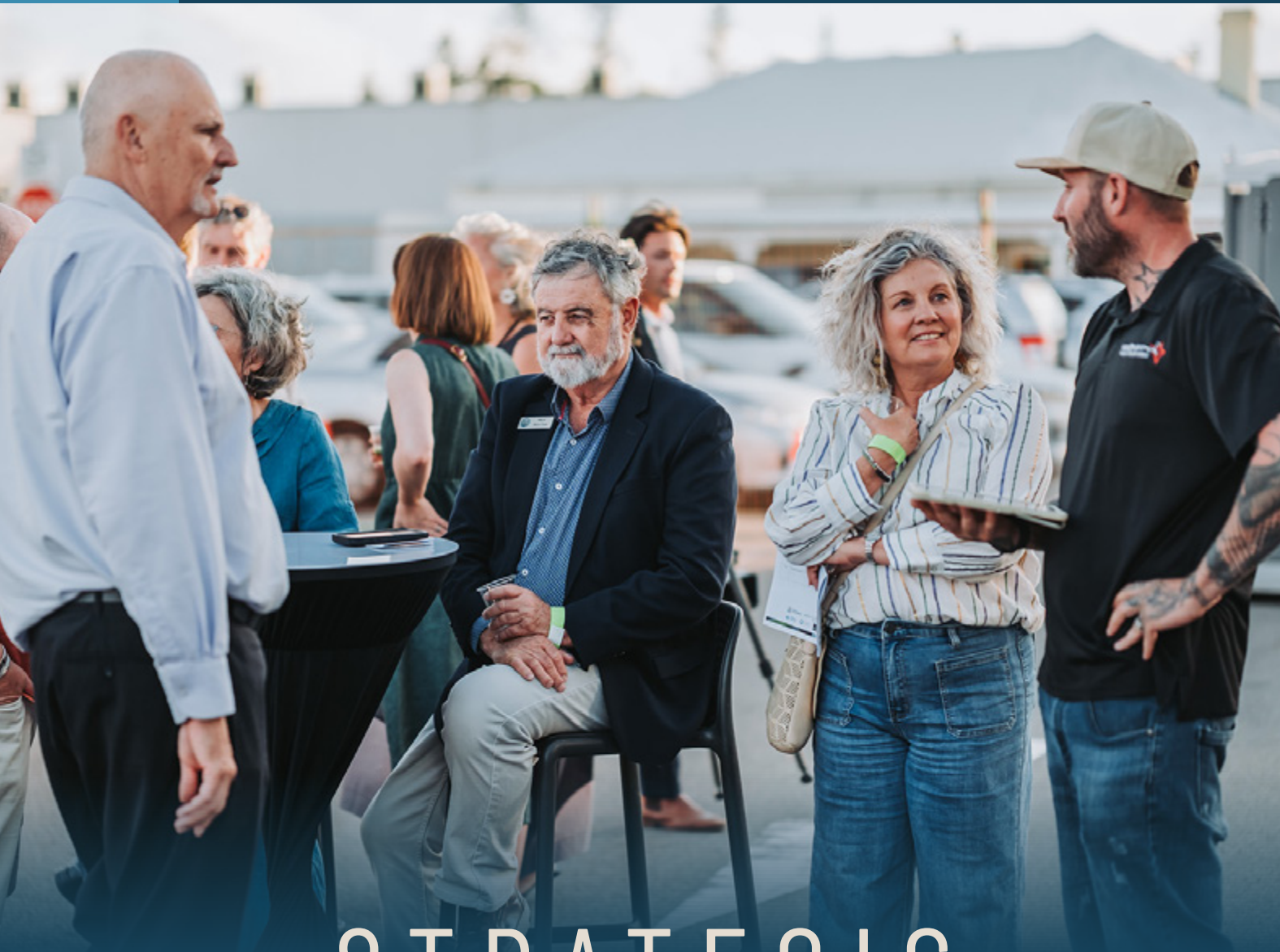
This included practical assistance to improve tender readiness, strengthen understanding of procurement requirements and help businesses identify and pursue relevant contract opportunities.

By building procurement capability, the Commission also sought to position businesses to pursue opportunities beyond individual projects and strengthen their long-term participation in government and industry supply chains.

The Commission further strengthened connections with local Aboriginal corporations to identify procurement opportunities and support organisations seeking to engage Aboriginal businesses directly in accordance with the Aboriginal Procurement Policy.

Through these activities, the Commission improved connections between Aboriginal businesses, government and industry, strengthened regional business capability and supported more inclusive economic participation across the Mid West.





STRATEGIC INITIATIVE 5

ORGANISATIONAL EXCELLENCE

The Commission served as a key point of coordination for economic and community development stakeholders across and beyond the Mid West.

It worked in partnership with all tiers of government, industry and community groups to provide advice, share insights and support projects that create jobs and drive economic growth.

The Commission also promoted awareness of the region's strengths and challenges and leveraged its networks to help activate projects, support funding applications, and guide the delivery of current and legacy State Government funding programs.

Pictured (above): Ross McKim - CEO, CGG, Jerry Clune - Mayor, CGG / MWDC Board Member, Lara Dalton - Chair, MWDC and Lane Place - Director, 65Thirty Events at the Mid West Art Prize opening event.

REGIONAL LEADERSHIP AND COLLABORATION

The Commission continues to strengthen its networks across industry, government and stakeholder groups to advocate for coordinated and aligned regional development outcomes of strategic importance.

STATE GOVERNMENT

The Commission participated in a range of multi-agency groups that align with our legislative role and broad regional development mandate.

These include the Regional Coordination Committee, which sees the Commission collaborating with the DTWD, along with local education and training stakeholders and a range of cross-agency working groups focused on industry and project development across the region.

The Commission also holds the Co-Chair role on the Mid West-Gascoyne District Leadership Group, which is made up of key human services agencies and is focused on addressing social and community issues across the two regions.

Priority areas are aligned with the Yamatji Call To Action, including family and domestic violence, improved youth engagement and school attendance and support for the Midwest Aboriginal Organisations Alliance.

Throughout 2025-26, the Commission provided feedback on a number of Government strategies and policies and provides critical local intelligence and insight to central agencies, including on transportation, strategic industrial area development and infrastructure to support major project development.

LOCAL GOVERNMENT

During 2025-26, the Commission continued to support the Murchison Executive Group (MEG), made up of the local governments of Cue, Meekatharra, Mount Magnet, Murchison, Sandstone, Wiluna and Yalgoo.

Equally, the Murchison Country Zone of WALGA (Cue Parliament), is an important vehicle for more strategic subregional matters where elected leaders and senior staff convene to collaborate with government and industry bodies working across the region.

MEG has been a key engagement partner for a range of Commission priorities, including its strategic plan review, digital economy strategy, mining and METS strategy and supply chain analysis, regional housing focus, regional drought resilience planning and the Murchison community development and creative industries networks.

Much of this work is ongoing and the Commission will continue to leverage its relationships with MEG as implementation activities are rolled out throughout 2026-27.

The Commission's Meekatharra-based Senior Regional Development Officer also has a close working relationship with local government staff and community and industry representatives throughout the Murchison. This arrangement will continue throughout 2026-27.

The Commission worked with the North Midlands Executive Group (NMEG), made up of the local governments of Carnamah, Coorow, Irwin, Mingenew, Morawa, Perenjori and Three Springs, to address key issues in 2025-26, including housing, energy transition, drought resilience and shared services.

The Commission also continues to play a key role in connecting local government, State government and industry to improve communication across key stakeholders, and advocate for more efficient and effective pathways for local and regional development.

Through this engagement we better understand strategic regional issues and can more effectively influence key development related to the Mid West.



BOARD ENGAGEMENT AND REGIONAL VISITS

In addition to its bi-monthly meetings, the Board undertook a program of regional and stakeholder engagement during 2025–26.

Visits across the Mid West provided opportunities for Board members to meet with local governments, businesses, community representatives and industry proponents, and to hear directly about local priorities, opportunities and challenges.

During the year, the Board visited the Shires of Cue, Meekatharra and Murchison.

The Board also travelled to Perth to meet with industry proponents and organisations headquartered in the metropolitan area whose projects and activities have significant relevance to the Mid West.

These meetings provided further insight into investment intentions, project development and emerging opportunities for the region.



REGIONAL DEVELOPMENT PORTFOLIO

The Regional Development Portfolio strengthens WA's regions and ensures local priorities inform State decision-making.

It is delivered through DPIRD and the nine Regional Development Commissions (RDCs), which work together to implement regional development policy and programs across the State.

During 2025–26, the WA Regional Development Framework was updated to reflect the WA Government's priorities for 2025–2029 and strengthen alignment between State priorities and regional delivery.

The revised Framework sets a vision for a strong, inclusive and sustainable WA, where vibrant regional communities provide great places to live, quality jobs and access to essential services for all.

Through the Framework, the Regional Development Portfolio contributes to six priority areas:

- Jobs – diversifying the WA economy so it remains the strongest in the nation.
- Health – ensuring Western Australians can access the healthcare they need, when they need it.
- Housing – ensuring every Western Australian has a home.
- Community – building safe and inclusive communities.
- Environment – protecting and restoring our environment.
- Infrastructure and services – delivering quality infrastructure and services across the State.

Across these priorities, DPIRD and the RDCs connect State Government direction with place-based regional delivery.

The Portfolio works across government, drives economic growth, informs policy and investment, and delivers locally tailored solutions through strong partnerships with industry, Aboriginal organisations, local government and regional communities.

At the portfolio level, the Regional Development Council (RDCo) comprises the Chairs of the nine RDCs and the DPIRD Director General, while the Western Australian Regional Development Alliance (WARDA) brings together the respective RDC CEOs.

RDCo provides statutory advice and strategic direction to the Minister for Regional Development, while WARDA supports coordination and aligned delivery across the Commissions.

The Western Australian Regional Development Trust also provides statutory advice to the Minister.

Throughout 2025–26, the Commission represented the Mid West on a number of portfolio working groups covering areas including aquaculture, the low-carbon transition, drought resilience, data and the creative industries.

Commission CEO Nils Hay also commenced his term as WARDA Chair for the 2026 calendar year.



MARKETING AND COMMUNICATIONS

INVEST MID WEST

The Commission launched Invest Mid West at the Mid West Major Projects Conference in April 2026, establishing a central investment attraction platform for the region.

Invest Mid West provides prospective investors with accessible information about the region's industries, investment opportunities and competitive advantages.

The platform includes a dedicated website, geographic information system, publicly available REMPLAN Economy and Community profiles, and industry-specific prospectuses.

The program is structured to support investors at different stages of the investment journey and align the Commission's activities with those of DEED's Invest and Trade team and Austrade.

At the awareness stage, the Invest Mid West website provides an introduction to the region, its key industries and comparative advantages.

At the evaluation stage, more detailed resources help proponents assess potential projects and locations.

These include the regional geographic information system, the Mid West Advantage: Capability Overview and targeted publications such as the Mid West Space Industry Prospectus.

At the engagement stage, investors are connected directly with the Commission for further information, advice and project support.

Invest Mid West was positively received by Australian and State Government stakeholders, with early inquiries received from local and international businesses through the website.

The Commission will continue to expand the platform, including through development of a Mid West Marine Services Prospectus and other targeted investment attraction initiatives.

By improving the quality, accessibility and consistency of regional investment information, Invest Mid West strengthens the Commission's capacity to promote the region, respond to investor inquiries and support informed investment decisions.

MAJOR EVENT PRESENTATIONS

The Commission is dedicated to informing stakeholders about the region's economic activity and highlighting the Commission's crucial enabling role in this landscape.

By providing regular updates, we ensure that all stakeholders are well-informed about the latest developments, trends and opportunities within the region, fostering a transparent and collaborative environment.

Throughout the year, staff delivered presentations at numerous events, including the Mid West Economic Forum in Geraldton, the Mid West Major Projects Conference, WA Green Iron Summit and APAC Low Carbon Fuels and CCUS Summit.

These engagements are designed not only to share valuable economic insights but also to illustrate the progress being made in various sectors across the region.

Our continued focus is to increase opportunities for investment attraction, serving as a single window for investors to access the local knowledge, data and connections necessary to make informed and beneficial investment decisions.



EMPLOYER OF CHOICE

PROFESSIONAL DEVELOPMENT

During 2025-26, three Commission staff achieved accreditation through Economic Development Australia's national Economic Development Certification program, earning the designation of Australian Certified Economic Developer (ACEcD).

The certification process involves completing a rigorous professional development pathway, including core and elective modules on topics such as regional strategy, investment attraction and place-based economic development.

Graduates of the program gain nationally recognised ACEcD status, which affirms their strategic capability, professional excellence and commitment to advancing sustainable economic outcomes.

This achievement not only enhances individual capacity but also strengthens the Commission's ability to lead and deliver impactful economic development initiatives across the region.

In addition to certification, staff engaged in a range of targeted training throughout the year to support professional growth and operational excellence.

Sessions included Fundamentals of AI in the workplace, delivered by the Australian Institute of Management, first aid training with St John WA and advanced data training with REMPLAN.



TEAMLAB URBAN CHALLENGE

Commission staff participated in a TeamLab Urban Challenge in November 2025 as part of the organisation's commitment to teamwork, collaboration and staff development.

Working in small teams, participants completed a series of activities across the Geraldton CBD.

The challenge required teams to interpret clues, plan their approach, negotiate priorities and work together to earn points within a set timeframe.

A second session and whole-of-team activity provided further opportunities to strengthen communication, problem-solving and cooperation across the organisation.

The day concluded with a facilitated debrief and reflection session, allowing staff to consider how the skills used during the challenge could be applied in the workplace.

The activity supported stronger internal relationships, encouraged cross-team collaboration and provided an engaging opportunity for staff to connect outside their usual work environment.



CORPORATE TEAM COLLABORATION

Executive and administrative staff from the nine Regional Development Commissions participated in a joint professional development workshop in Perth in September 2025.

The one-and-a-half-day workshop provided opportunities to strengthen corporate capabilities, share knowledge and build connections between Commissions.

The program included sessions on project management, leadership and professional development, as well as an introduction to Microsoft Copilot and the potential application of artificial intelligence in the workplace.

Representatives from the State Records Office provided guidance on record-keeping responsibilities and good information management practices.

Participants met with staff from the office of the Minister for Regional Development, who regularly engage with the commissions, and heard from the Public Sector Commission about career pathways and professional development opportunities within the public sector.

The workshop was jointly coordinated by the Mid West and Peel Development Commissions and demonstrated the value of collaboration, shared learning and stronger professional networks across the regional development portfolio.

CULTURAL COMPETENCY

Commission staff participated in Aboriginal cultural awareness training delivered by the Department of Communities' Aboriginal Regional Coordinator, Rob Gibson.

The training explored the historical and ongoing impacts of colonisation on Aboriginal people and communities, including the Stolen Generations and intergenerational trauma.

Mr Gibson also shared his family's experience, including the story of his father being removed from his family as a young child and the lasting effects this had across generations.

Staff strengthened their understanding of the significant Aboriginal language groups across the Mid West and considered culturally appropriate approaches to communication, engagement and working in partnership with Aboriginal people and organisations.

Continuing cultural awareness training is important to the Commission's role in regional development.

It supports respectful relationships, improves the way staff engage with communities and helps ensure Aboriginal perspectives are considered in the Commission's work and decision-making.

The Commission greatly valued the opportunity to learn from Mr Gibson's professional knowledge and personal experience, and appreciated the openness and generosity with which he shared his stories.

REGIONAL ECONOMIC DEVELOPMENT GRANTS

Round 8 of the State Government's RED Grants program included five successful projects that shared a total of \$647,047. To date, the RED Grants program has invested in 54 projects in the Mid West, with total funding of over \$6.4 million. These projects have contributed to the Mid West region's economic and social development and helped unlock the potential of many businesses over the past eight years.

ROUND 8 RECIPIENTS	PROJECT	FUNDING (EX GST)
Shire of Murchison	Murchison Oasis Roadhouse Redevelopment	\$250,000
Shire of Morawa	Morawa Early Childhood Education and Family Centre	\$200,000
TIAM Solutions Pty Ltd	Establishment of a new mining equipment maintenance and repair facility in Meekatharra	\$150,000
Feral Hive Honey	Geraldton beekeeping expansion: honey processing, hive manufacturing and pollinator food production	\$28,500
30 Knots Spirits Pty Ltd	Distillery production equipment	\$18,547
		\$647,047

RED GRANT CASE STUDIES

DONGARA TOURIST PARK

Dongara Tourist Park is a longstanding accommodation provider supporting both the Mid West tourism market and the region's growing industry workforce.

Through Round 7 of the RED Grants program, the State Government provided \$150,000 towards an expansion of the park's permanent accommodation, delivering eight new executive one-bedroom ensuite cabins to help address sustained demand in the area.

The park operates a hybrid accommodation model, with around 55% of bookings from tourists and 45% from corporate guests and the additional cabins have increased capacity for leisure visitors and workers associated with major projects and emerging industries in the Shire of Irwin.



Construction was undertaken by local builder Chris Burton Constructions using modular construction methods, helping retain project expenditure, skills and employment within the Shire of Irwin and building local capability in modular construction.

Local businesses were also engaged across site preparation, construction, fit-out and landscaping, maximising local procurement and employment opportunities.

Aboriginal economic participation was enabled through the engagement of Aboriginal-owned and operated business Midwest Solar and Water.

By increasing accommodation capacity, strengthening local construction capability and supporting regional employment, the project is helping enhance Dongara's tourism offering while contributing to the wider economic development of the Shire of Irwin.



RED GRANT CASE STUDIES

CORAL MAKER

Coral Maker is a nature technology start-up developing scalable technologies to support coral reef restoration and habitat creation.

Through Round 7 of the RED Grants program, the State Government provided \$48,800 towards establishing an ocean-based coral nursery at the Abrolhos Islands.

The nursery is cultivating and propagating broodstock corals for future reef restoration projects, providing Coral Maker with the infrastructure and research data needed to test its technologies in a real-world marine environment and support its entry into the emerging Nature Repair Market.

The Abrolhos Islands were selected because their subtropical reefs occur near the southern limits of many coral species.

Coral Maker considers the region well placed to support long-term reef restoration as ocean temperatures change, creating potential for the Mid West to participate in new markets for biodiversity and nature restoration outcomes.

The project forms part of Coral Maker's broader goal to significantly increase the scale of coral restoration.

The company is developing new manufacturing processes and technologies designed to enable much larger numbers of corals to be produced and deployed than through traditional restoration methods.

Coral Maker has also developed a partnership with the Yamatji Southern Sea Rangers Program, providing training in coral biology and ecology, reef monitoring, restoration techniques and coral aquaculture.

The initiative has the potential to build specialised marine skills and create pathways into the emerging nature repair industry.

The nursery is also expected to create opportunities for local businesses across marine operations, diving, manufacturing, vessel services, aquaculture and marine supplies.

By establishing new coral restoration capability in the Mid West, the project aims to demonstrate the commercial potential of marine nature repair, attract future investment and support the development of new technical expertise and employment in the region.



RED GRANT CASE STUDIES

SHIRE OF CUE

A new café opened in Cue in November 2025, creating a welcoming hospitality venue for residents and visitors while supporting heritage revitalisation, tourism and local economic activity.

Officially opened by Minister for the Mid West, Hon Jackie Jarvis MLC, the project received an \$82,763 RED grant, supporting the fit-out of a commercial kitchen adjacent to the State heritage-listed former Western Australian Bank building.

Constructed during Cue's gold-mining boom more than a century ago, the former bank building has been carefully refurbished and now forms an important part of the town's main street cultural precinct.

The addition of the commercial kitchen has enabled the heritage building to be used as Cue's only dedicated café, providing a new place for the community and visitors to gather, dine and experience the town's history and outback character.

Under a leasing arrangement with the Shire of Cue, the café will be operated by a tenant business, supporting small business development and local employment opportunities.

The project strengthens Cue's hospitality offering and helps position the town to benefit from future tourism growth across the Murchison.

It also demonstrates how investment in heritage assets can support contemporary community needs and contribute to the long-term vitality of regional towns.



PERENJORI HOTEL

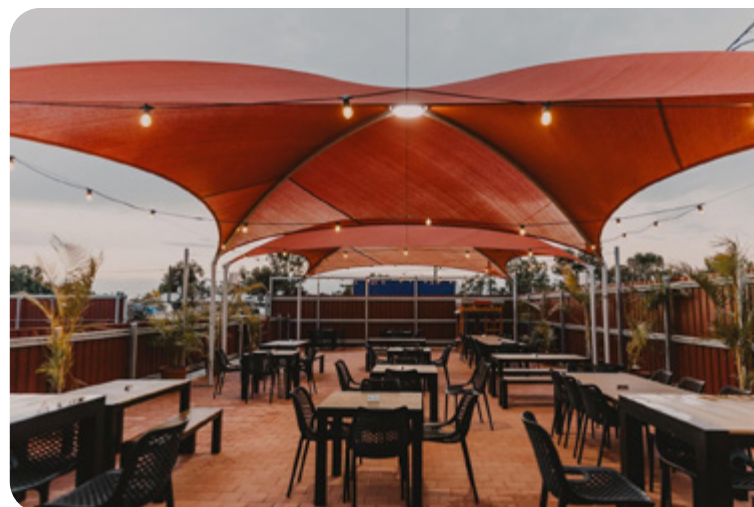
Dating back to 1919, the Perenjori Hotel is an important hospitality and accommodation venue in the heart of the Mid West's wildflower country.

Through Round 7 of the RED Grants program, the State Government provided \$53,805 towards the expansion of the Hotel's outdoor area.

The project has delivered a 240sqm family-friendly outdoor dining area, adding 90 seats and 17 tables and increasing the Hotel's patron capacity by 165%.

The enclosed, non-smoking area includes a play space for children and room to host local and touring musicians, entertainers and functions.

The expansion has enabled the Hotel to better cater for families and the influx of visitors travelling through Perenjori during the region's popular wildflower season, while creating opportunities to attract visitors at other times of the year.



FINLAY'S KALBARRI

Finlay's Kalbarri is a distinctive outdoor seafood restaurant and brewery that has been part of the Kalbarri community for more than 30 years.

Known for its locally sourced seafood, on-site brewery and live music, Finlay's has become a popular destination for both residents and visitors, contributing to Kalbarri's hospitality, tourism and cultural offering.

Through Round 7 of the RED Grants program, the State Government provided \$82,806 towards a major upgrade of the venue and brewery.

Works included replacing the ageing flooring with new concrete to improve access throughout the venue, alongside upgrades to the bar including new beer fonts, an ice machine and soda gun.

A new children's play area and additional tables have further strengthened the venue's appeal to families, creating a safer and more welcoming environment for visitors of all ages.

The project has also helped to expand Finlay's Brewing Co. through the installation of two additional brewing tanks, increasing production capacity by 33%.

The additional capacity has enabled more consistent use of the brewery's packaging line, supported increased production and helped to meet growing customer demand.

A new beer delivery system has also improved efficiency by reducing product wastage and supporting more consistent quality for customers.

By improving accessibility, expanding local beverage production and strengthening its family-friendly offering, the project has helped Finlay's Kalbarri grow as a tourism destination while supporting local suppliers, employment and economic activity in Kalbarri.



SIGNIFICANT ISSUES IMPACTING THE AGENCY

HOUSING, WORKFORCE AND REGIONAL SERVICE CAPACITY

The availability of suitable housing and accommodation, skilled workers and essential regional services remains an important consideration for economic and community development across the Mid West. These constraints can affect the capacity of businesses to establish or expand, the attraction and retention of workers and the delivery of government and community services.

The relationship between economic development, housing, health, education, community infrastructure and regional liveability is becoming increasingly important as new investment opportunities emerge. These issues require coordinated responses across multiple levels of government and the private and community sectors.

There is significant State Government investment in regional housing, and the Commission will continue to support regional housing and workforce initiatives, contribute to coordinated infrastructure and service planning and advocate for investment that strengthens the capacity and liveability of Mid West communities.

MAJOR PROJECT ACTIVITY AND ENABLING INFRASTRUCTURE

The Mid West continues to attract investment across mining, critical minerals, energy, downstream processing, port and logistics infrastructure, agribusiness and the space sector. This activity presents significant opportunities for regional investment, employment and economic diversification, while increasing the need for coordinated project facilitation and infrastructure planning.

While there is significant investment taking place in the Mid West, including Clean Energy Link – North and the Geraldton Port Maximisation Project, the progress of major projects remains influenced by the availability and capacity of enabling infrastructure and services, including energy, transmission, water, telecommunications, freight networks, port capacity, serviced industrial land, housing and workforce. Constraints or uncertainty in these areas can affect investment decisions and project timeframes and increase the complexity of coordination across government, industry and communities.

The Commission will continue to work with proponents, government agencies, local governments and regional stakeholders to identify shared infrastructure requirements, improve regional investment readiness and support coordinated planning and advocacy.

ECONOMIC TRANSITION AND REGIONAL VALUE CAPTURE

Changing global demand, commodity markets, technologies and government policy are influencing the composition and direction of investment in the Mid West. Growth in critical minerals, renewable energy, downstream processing and related industries provides opportunities to diversify the regional economy, while market volatility and changing project conditions can create uncertainty.

Ensuring that regional communities and businesses capture lasting benefits from investment remains a priority. This includes increasing local employment and procurement, developing regional business capability and strengthening connections between major proponents and local supply chains.

The Commission will continue to support investment attraction and project facilitation, implement initiatives to grow the Mining Equipment, Technology and Services sector and improve the regional evidence base relating to workforce demand, procurement, supply chains and investment opportunities.

INFORMATION GOVERNANCE AND DIGITAL CAPABILITY

The Commission's increasing use of digital platforms, artificial intelligence, economic data, stakeholder information and investment attraction tools creates opportunities to improve regional planning, communication and service delivery. It also requires strong governance of the way information is collected, stored, used and shared.

The introduction of new Western Australian privacy and responsible information-sharing requirements will affect the Commission's policies, systems, contracts and digital communications. The Commission will review its information-handling practices and digital platforms, strengthen internal procedures and staff capability and ensure that emerging privacy, records-management and data-governance obligations are incorporated into its operations.

REPORT ON THE OPERATIONS

ACTUAL RESULTS VERSUS BUDGET TARGETS

FINANCIAL TARGETS

	2026 TARGET ⁽¹⁾ (\$000)	2026 ACTUAL (\$000)	VARIATION ⁽²⁾ (\$000)	EXPLANATION OF VARIATION
Total cost of services (expense limit) (sourced from Statement of Comprehensive Income)	2,789	3,004	(215)	The Total Cost of Services is higher than the original target due to additional projects being approved through the mid-year review process and other initiatives undertaken.
Net cost of services (sourced from Statement of Comprehensive Income)	2,789	3,004	(215)	The Net Cost of Services is higher than the original target due to additional projects being approved through the mid-year review process and other initiatives undertaken.
Total equity (sourced from Statement of Financial Position)	1,813	1,745	(68)	The total equity is lower than target due to the higher cost of services for the year.
Net increase / (decrease) in cash held (sourced from Statement of Cash Flows)	(19)	107	126	The positive cash movement for the year is a result of the net surplus for the financial year.
Approved salary expense level	1,627	1,469	158	The Approved salary expense level was slightly under target due to some staff vacancies throughout the year.

NOTES:
 (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

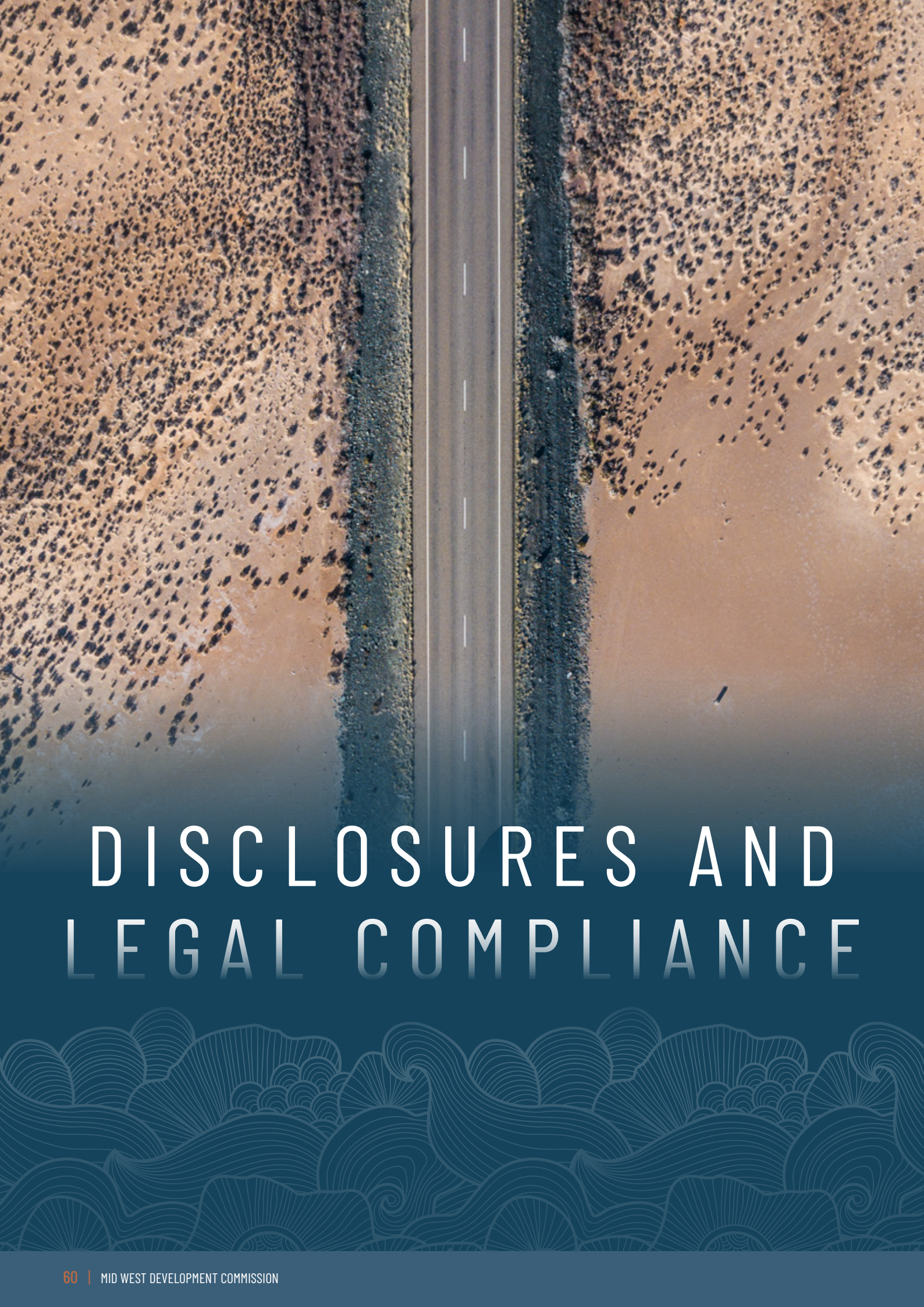
	2026 AGREED LIMIT (\$000)	2026 TARGET ⁽¹⁾ / ACTUAL ⁽²⁾ (\$000)	VARIATION (\$000)	EXPLANATION OF VARIATION
Agreed working cash limit (at Budget)	57	57	N/A	N/A
Agreed working cash limit (at Actuals)	68	97	29	The higher actual working cash is a result of amounts payable at year end being higher.

NOTES:
 (1) Target to reflect the Commission’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.

SUMMARY OF KEY PERFORMANCE INDICATORS

INDICATOR	MEASURE	2026 TARGET	2026 ACTUAL	VARIATION
Key effectiveness indicator	Percentage client satisfaction with the contribution towards economic development in the Mid West	91%	84%	-7%
Key efficiency indicator	Average cost per hour	\$143	\$173	\$30

For more detailed information on the Commission’s 2025-26 Key Performance Indicator results and how the Commission supports the Government Goals, refer to page 80.



DISCLOSURES AND LEGAL COMPLIANCE

CERTIFICATION OF FINANCIAL STATEMENTS

FOR THE REPORTING PERIOD ENDED 30 JUNE 2026

The accompanying financial statements of the Mid West Development Commission have been prepared in compliance with the provisions of the *Financial Management Act 2006* from proper accounts and records to present fairly the financial transactions for the reporting period 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.

Michael Juliff
Chief Finance Officer
14 August 2026

Nils Hay
Chief Executive Officer
14 August 2026

Lara Dalton
Chairperson
14 August 2026

INDEPENDENT AUDITOR'S REPORT

Pursuant to Section 14 of the *Auditor General Act 2006*, the Auditor General has dispensed with the audit of the Mid West Development Commission's financial statements and Key Performance Indicators for the 2025-26 financial year.

This is consistent with the Office of the Auditor General's agreed rotational audit approach, under which the Commission's key financial statements are audited once every three years. The Commission's next audit will be for the 2026-27 financial year.

FINANCIAL STATEMENTS

FINANCIAL STATEMENTS

STATEMENT OF COMPREHENSIVE INCOME

For the year ended 30 June 2026

	Notes	2026 \$'000	2025 \$'000
COST OF SERVICES			
Expenses			
Employee benefits expenses	2.1(a)	1,747	1,659
Supplies and services	2.3	1,000	912
Depreciation and amortisation expense	4.1, 4.2	50	49
Finance costs	6.2	6	4
Grants and subsidies	2.2	95	232
Other expenses	2.3	106	180
Total cost of services		3,004	3,036
NET COST OF SERVICES		3,004	3,036
Income from State Government			
Income from other public sector entities	3.1	1,455	914
Resources received	3.1	1,639	2,028
Total income from State Government		3,094	2,942
SURPLUS/(DEFICIT) FOR THE PERIOD		90	(94)
TOTAL COMPREHENSIVE INCOME/(LOSS) FOR THE PERIOD		90	(94)

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	6.3	97	52
Restricted cash and cash equivalents	6.3	613	551
Receivables	5.1	115	10
Assets held for distribution	5.2	2,000	2,000
Total Current Assets		2,825	2,613
Non-Current Assets			
Amounts receivable for services	5.3	153	153
Right-of-use assets	4.2	105	39
Total Non-Current Assets		258	192
TOTAL ASSETS		3,083	2,805
LIABILITIES			
Current Liabilities			
Payables	5.4	241	118
Lease liabilities	6.1	94	19
Employee related provisions	2.1(b)	2	11
Total Current Liabilities		337	148
Non-Current Liabilities			
Lease liabilities	6.1	14	23
Employee related provisions	2.1(b)	27	19
Amounts due to the Treasurer	5.5	960	960
Total Non-Current Liabilities		1,001	1,002
TOTAL LIABILITIES		1,338	1,150
NET ASSETS		1,745	1,655
EQUITY			
Contributed equity		356	356
Reserves		1,279	1,279
Accumulated surplus		110	20
TOTAL EQUITY		1,745	1,655

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

STATEMENT OF CHANGES IN EQUITY

For the year ended 30 June 2026

	Contributed equity \$'000	Reserves \$'000	Accumulated surplus \$'000	Total equity \$'000
Balance at 1 July 2024	356	1,279	114	1,749
Deficit	-	-	(94)	(94)
Total comprehensive loss for the period	-	-	(94)	(94)
Balance at 30 June 2025	356	1,279	20	1,655
Balance at 1 July 2025	356	1,279	20	1,655
Surplus	-	-	90	90
Total comprehensive income for the period	-	-	90	90
Balance at 30 June 2026	356	1,279	110	1,745

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		1,455	914
Net cash provided by State Government		1,455	914
<i>Utilised as follows:</i>			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee benefits		(415)	(328)
Supplies and services		(770)	(423)
Finance costs		(6)	(4)
Grants and subsidies		(95)	(232)
GST payments on purchases		(46)	(63)
Other payments		(22)	(1)
Receipts			
GST receipts from taxation authority		56	46
Other receipts		-	104
Net cash used in operating activities		(1,298)	(901)
CASH FLOWS FROM FINANCING ACTIVITIES			
Payments			
Principal elements of lease payments		(50)	(50)
Net cash used in in financing activities		(50)	(50)
Net increase/(decrease) in cash and cash equivalents		107	(37)
Cash and cash equivalents at the beginning of the period		603	640
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD	6.3	710	603

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

NOTES TO THE FINANCIAL STATEMENTS

1. Basis of preparation

The Mid West Development Commission (Commission) is a WA Government entity and is controlled by the State of Western Australia, which is the ultimate parent. The Commission is a not-for-profit entity (as profit is not its principal objective).

A description of the nature of its operations and its principal activities have been included in the 'Overview' which does not form part of these financial statements.

These annual financial statements were authorised for issue by the Accountable Authority of the Commission on 14 August 2026.

Statement of compliance

The financial statements constitute general purpose financial statements that have been prepared in accordance with Australian Accounting Standards – Simplified Disclosures, the Framework, Statement of Accounting Concepts and other authoritative pronouncements of the Australian Accounting Standards Board as applied by Treasurer's Instructions. Several of these are modified by Treasurer's Instructions to vary application, disclosure, format and wording.

The *Financial Management Act 2006* (the Act) and *Treasurer's Instructions* are legislative provisions governing the preparation of financial statements and take precedence over Australian Accounting Standards, the Framework, Statement of Accounting Concepts and other authoritative pronouncements of the Australian Accounting Standards Board. Where modification is required and has had a material or significant financial effect upon the reported results, details of that modification and the resulting financial effect are disclosed in the notes to the financial statements.

Basis of preparation

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

Accounting of Goods and Services Tax (GST)

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

- amount of GST incurred by the Commission 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
- 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.

1. Basis of preparation (continued)

Judgements and estimates

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

2. Use of Our Funding

Expenses incurred in the delivery of services

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

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

2.1. (a) Employee benefits expenses

	2026 \$'000	2025 \$'000
Employee benefits	1,570	1,500
Superannuation - defined contribution plans	177	159
Total employee benefits expenses	1,747	1,659
Add: AASB 16 Non-monetary benefits	56	54
Total employee benefits provided	1,803	1,713

In previous years, resources received free of charge from the Department of Primary Industries and Regional Development (DPIRD) were reported as a single expenditure line item. 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. Comparative amounts have been updated to align with the current year presentation.

Employee-related provisions (Note 2.1(b)), accrued salaries account (Note 5.1) and accrued salaries (Note 5.3) relate solely to the Chief Executive Officer, who is the Commission's only employee.

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 superannuation funds as nominated by the employee(s).

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	2	10
	<u>2</u>	<u>10</u>
<u>Other provisions</u>		
Employment on-costs	-	1
Total current employee related provisions	2	11

2.1 (b) Employee related provisions (continued)

	2026 \$'000	2025 \$'000
Non-Current		
<u>Employee benefits provisions</u>		
Long service leave	24	17
<u>Other provisions</u>		
Employment on-costs	3	2
Total non-current employee related provisions	27	19
Total employee related provisions	29	30

Employee-related provisions, accrued salaries account (Note 5.1) 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.

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

Annual leave liabilities: Classified as current as there is no unconditional right to defer settlement for at least 12 months after the end of the reporting period.

The provision for annual leave is calculated at the present value of expected payments to be made in relation to services provided by employees up to the reporting date.

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

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

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

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

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

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
Non-Public organisations	95	232
Total recurrent grants and subsidies	95	232

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 are recognised as an expense in the reporting period in which they are paid or payable and include transactions made to public sector agencies, local government, non-government bodies and community groups.

2.3. Other expenditure

	2026 \$'000	2025 \$'000
Supplies and services		
Board fees	60	43
Communications	16	14
Consultants and contractors	15	-
Consumables	31	33
Lease rent and hire costs	9	14
Professional services	744	708
Travel	77	70
Vehicle usage	23	14
Other	25	16
Total supplies and services expense	1,000	912
Other expenses		
Audit fees	-	(10)
Donations and sponsorships	67	159
Internal audit fees	9	-
Other expenses	30	31
Total other expenses	106	180

^(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. Income from State Government

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 is 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	1,455	914
Total grants and subsidies	1,455	914
Resources received from other public sector entities during the period:		
Services received free of charge ^(a)	1,639	2,028
Total resources received	1,639	2,028
Total income from State Government	3,094	2,942

^(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 Commission Act 1993*. See Note 2.1 Employee benefits expenses and Note 2.3 Other expenditure.

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

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

4. Right-of-use assets

	Housing \$'000	Vehicles \$'000	Total \$'000
Carrying amount at beginning of period	9	30	39
Additions	116		116
Depreciation	(41)	(9)	(50)
Net carrying amount	84	21	105

The Commission has leases for vehicles and residential housing. The lease contracts are typically made for fixed periods of 1-5 years with an option to renew the lease after that date.

Initial recognition

At the commencement date of the lease, the Commission recognises right-of-use assets and a corresponding lease liability. The right-of-use assets are measured at cost comprising of:

- the amount of the initial measurement of lease liability;
- any lease payments made at or before the commencement date less any lease incentives received;
- any initial direct costs; and
- restoration costs, including dismantling and removing the underlying asset.

The corresponding lease liabilities in relation to these right-of-use assets have been disclosed in Note 6.1.

Subsequent Measurement

The cost model is applied for subsequent measurement of right-of-use assets, requiring the asset to be carried at the cost less any accumulated depreciation and accumulated impairment losses and adjusted for any re-measurement of lease liability.

4. Right-of-use assets (continued)

Depreciation and impairment of right-of-use assets

Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the underlying assets.

If ownership of the leased asset transfers to the Commission at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

Right-of-use assets are tested for impairment when an indication of impairment is identified. Where there is an indication of impairment, the recoverable amount is estimated. Where the recoverable amount is less than the carrying amount, the asset is considered impaired and is written down to the recoverable amount and an impairment loss is recognised.

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

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

The risk of impairment is generally limited to circumstances where an asset's depreciation is materially understated, where the replacement cost is falling or where there is a significant change in useful life.

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
Asset held for distribution	5.2
Amounts receivable for services	5.3
Payables	5.4
Amounts due to the Treasurer	5.5

5.1. Receivables

	2026 \$'000	2025 \$'000
Current		
Trade receivables	8	-
GST receivable	-	10
Other debtors	107	-
Total current receivables	115	10
Total receivables	115	10

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. Assets held for distribution

Following a Cabinet decision in 2012, the Commission had agreed in principle to contribute its land to the Stage Two development of the Batavia Coast Marina to Landcorp. When this occurs the Commission's associated borrowing from Treasury (\$960,000) will be repaid by the project (Note 5.5).

	2026 \$'000	2025 \$'000
Land held for distribution at end of period	2,000	2,000

5.2. Assets held for distribution (continued)

Assets held for distribution are measured at fair value at the date the decision to distribute is made. Land is independently valued annually by the Western Australian Land Information Authority (Landgate).

Land was revalued at 1 July 2025 by Landgate. The valuations were performed during the year ended 30 June 2026 but not recognised as assets held for distribution are measured at fair value at the date the decision to distribute is made. Fair value was determined by reference to market values for land: \$3,500,000, (2025: \$2,800,000).

5.3. Amounts receivable for services (Holding Account)

	2026 \$'000	2025 \$'000
Non-current balance at end of period	153	153

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).

5.4. Payables

	2026 \$'000	2025 \$'000
Current		
Trade payables	123	102
Other payables	-	(2)
Accrued expenses	100	11
GST payable	9	-
Accrued salaries	9	7
Total current payables	241	118

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 20-30 days.

5.5. Amounts due to Treasurer

	2026 \$'000	2025 \$'000
Non-current Loan	960	960

The amount due to the Treasurer is in respect of a Treasurer's Advance. Although no interest is charged on the outstanding amount, the carrying amount is equivalent to fair value.

6. Financing

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

	Notes
Lease liabilities	6.1
Finance costs	6.2
Cash and cash equivalents	6.3
Capital commitments	6.4

6.1. Lease liabilities

	2026 \$'000	2025 \$'000
Current	94	19
Non-current	14	23
	108	42

Initial measurement

The Commission measures a lease liability, at the commencement date, at the present value of the lease payments that are not paid at that date. The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, the Commission uses the incremental borrowing rate provided by Western Australia Treasury Corporation.

Lease payments included by the Commission as part of the present value calculation of lease liability include:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable;
- variable lease payments that depend on an index or a rate initially measured using the index or rate as at the commencement date;
- amounts expected to be payable by the lessee under residual value guarantees;
- the exercise price of purchase options (where these are reasonably certain to be exercised);
- payments for penalties for terminating a lease, where the lease term reflects the Commission exercising an option to terminate the lease;
- periods covered by extension or termination options are only included in the lease term by the Commission if the lease is reasonably certain to be extended (or not terminated).

The interest on the lease liability is recognised in profit or loss over the lease term so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period. Lease liabilities do not include any future changes in variable lease payments (that depend on an index or rate) until they take effect, in which case the lease liability is reassessed and adjusted against the right-of-use asset.

This section should be read in conjunction with Note 4 Right-of-use assets.

Subsequent measurement

Lease liabilities are measured by increasing the carrying amount to reflect interest on the lease liabilities; reducing the carrying amount to reflect the lease payments made; and remeasuring the carrying amount at amortised cost, subject to adjustments to reflect any reassessment or lease modifications.

6.2. Finance costs

	2026 \$'000	2025 \$'000
Lease interest expense	6	4
Finance costs expensed	6	4

'Finance cost' includes the interest component of lease liability repayments, and the increase in financial liabilities and non-employee provisions due to the unwinding of discounts to reflect the passage of time.

6.3. Cash and cash equivalents

	2026 \$'000	2025 \$'000
Current non-restricted cash and cash equivalents	97	52
Balance at end of period	97	52
Restricted cash and cash equivalents		
Batavia Coast Marina Redevelopment	476	476
Kalbarri Tourism Recovery from TC Seroja	15	15
Geraldton and Kalbarri Tourism Accommodation Study	-	60
Mid West Marine Services Study and Investment Prospectus	102	-
Abrolhos Islands Aerodrome Development	20	-
Current restricted cash and cash equivalents	613	551
Total cash and cash equivalents	710	603

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.

6.4. Capital commitments

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

7. Financial instruments and Contingencies

	Notes
Financial instruments	7.1
Contingent assets and contingent liabilities	7.2

7.1. Financial instruments

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

	2026 \$'000	2025 \$'000
Financial assets		
Cash and cash equivalents	710	603
Financial assets at amortised cost ^(a)	268	153
Total financial assets	978	756
Financial liabilities		
Financial liabilities at amortised cost ^(b)	1,300	1,120
Total financial liabilities	1,300	1,120

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

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

7.2. Contingent assets and liabilities

Contingent assets and liabilities are not recognised in the statement of financial position but are disclosed and, if quantifiable, are measured at the best estimate. There were no contingent assets or liabilities which would affect the Commission at the end of June 2026 (2025: None).

8. Other Disclosures

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

	Notes
Events occurring after the end of the reporting period	8.1
Key management personnel	8.2
Related party transactions	8.3
Related bodies	8.4
Affiliated bodies	8.5
Special purpose accounts	8.6
Remuneration of auditors	8.7
Supplementary financial information	8.8
Explanatory statement	8.9

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:

Compensation band (\$)	2026	2025
Compensation of members of the accountable authority		
50,001 - 60,000	1	-
10,001 - 20,000	-	1
0 - 10,000	5	4
Compensation of senior officers (\$)		
400,001 - 450,000	-	1
300,001 - 350,000	1	-
200,001-250,000	1	-
100,001 - 150,000	-	1
50,001 - 100,000	-	1
	2026	2025
	\$'000	\$'000
Total compensation for members of the accountable authority and senior officers	621	660

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



CERTIFICATION OF KEY PERFORMANCE INDICATORS

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

Lara Dalton
Chairperson of the Board
14 August 2026

Nils Hay
Chief Executive Officer
14 August 2026

INDEPENDENT AUDITOR'S REPORT

Pursuant to Section 14 of the *Auditor General Act 2006*, the Auditor General has dispensed with the audit of the Mid West Development Commission's financial statements and Key Performance Indicators for the 2025-26 financial year.

This is consistent with the Office of the Auditor General's agreed rotational audit approach, under which the Commission's key financial statements are audited once every three years. The Commission's next audit will be for the 2026-27 financial year.

DETAILED INFORMATION IN SUPPORT OF KEY PERFORMANCE INDICATORS

RELATIONSHIP TO GOVERNMENT GOALS

The Commission is the primary referral point in assisting people and groups working on projects, and business or industry to develop products/services that will benefit the whole of Mid West community.

GOVERNMENT GOAL	DESIRED OUTCOME	SERVICE
Made in WA Plan: Diversifying our economy for the future and creating local jobs.	To coordinate and promote an environment which is conducive to the balanced economic and social development of the Mid West Region.	Regional Development: To promote economic development and sustainable regional communities.
Safe, Strong, and Fair communities: Supporting our local regional communities to thrive.		

KEY EFFECTIVENESS INDICATOR

The Commission’s effectiveness is measured by the extent to which its Regional Development service contributes to achieving the Government Desired Outcome of coordinating and promoting an environment conducive to the balanced economic and social development of the Mid West region.

Performance is assessed through an annual independent client perception survey, which measures stakeholder satisfaction with the Commission’s effectiveness in delivering regional development services and contributing to positive economic and social outcomes for the Mid West.

Clients were invited to participate in the 2026 survey via email, with responses collected through both online questionnaires and telephone interviews.

A total of 172 client responses were received, representing a response rate of 41% and a maximum standard error of ±5.7% at the 95% confidence level.

84% of clients surveyed believe that the Commission makes a positive contribution towards economic development in the Mid West.

KEY EFFECTIVENESS INDICATOR	ACTUAL 2023	ACTUAL 2024	ACTUAL 2025	TARGET 2026	ACTUAL 2026
Percentage client satisfaction with the contribution towards economic development in the Mid West	88%	82%	90%	91%	84%

SERVICE: REGIONAL DEVELOPMENT

KEY EFFICIENCY INDICATOR

Average cost per hour

The Commission calculates its efficiency indicator for the Regional Development service based on average cost per hour, which is determined by dividing the total cost of service excluding grants and subsidies expense as reported in the Commission’s Statement of Comprehensive Income by worked hours (being staff hours and labour hire hours worked).

KEY EFFICIENCY INDICATOR	ACTUAL 2023	ACTUAL 2024	ACTUAL 2025	TARGET 2026	ACTUAL 2026
Average cost per hour	\$139	\$155	\$149	\$143	\$173

The Commission’s efficiency is measured by the average cost per chargeable hour in delivering its Regional Development service.

This indicator measures the cost of providing services relative to the level of activity undertaken and assists users in assessing how efficiently resources are utilised in achieving the Commission’s Government Desired Outcome.

The average cost per chargeable hour is calculated by dividing the total cost of services (excluding grants and subsidies expense) by total chargeable hours worked, including employee and labour hire hours.

Comments

Total chargeable hours were 8% below target, primarily due to vacancies experienced during the financial year. Total operating expenses were 11% above target, reflecting expenditure associated with the delivery of additional regional development initiatives and project activities during the year. As a result, the average cost per chargeable hour was 21% above the annual target.



OTHER STATUTORY INFORMATION

GOVERNANCE

OTHER KEY LEGISLATION IMPACTING ON THE AGENCY'S ACTIVITIES

In the performance of its functions, the Agency complies with the following relevant written laws:

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

Administered legislation

- *The Commission also administers the following related Acts:*
- *Geraldton Foreshore and Marina Development Act 1990*
- *Geraldton Sailors and Soldiers' Memorial Institute Act 1929*
- *Geraldton Sailors and Soldiers' Memorial Institute Enabling Act 1934*
- *Geraldton Sailors and Soldiers' Memorial Institute (Trust Property Disposition) Act 1938.*

MINISTERIAL DIRECTIVES

No Ministerial Directives were received during the financial year.

OTHER FINANCIAL DISCLOSURES

PRICING POLICIES OF SERVICES PROVIDED

The Commission does not charge for services and this reporting requirement, therefore, does not apply.

CAPITAL WORKS

No capital projects were completed during 2025-26.

EMPLOYMENT AND INDUSTRIAL RELATIONS

STAFF PROFILE

	2025	2026
Full-time permanent	11.0	12.0
Full-time contract	0	0
Part-time measured on an FTE basis	0.5	0
On secondment	0	0
	11.5	12.0

STAFF DEVELOPMENT

The Commission has a commitment to the development of its employees. Our strategy is to build a highly skilled and professional team with the ability to adapt to the growth and diversity being experienced in the Mid West.

Various industry-specific training and professional development was undertaken by staff and Board members during 2025-26 including:

- Economic Development Certification
- Aboriginal cultural awareness
- Fundamentals of AI in the workplace
- Advanced data training
- Writing for Government
- First aid.

GOVERNANCE DISCLOSURES

CONTRACTS WITH SENIOR OFFICERS

At the date of reporting, other than normal contracts of employment or service, no senior officers, or firms of which senior officers are members, or entities in which senior officers have substantial interests, had any interests in existing or proposed contracts with the Commission and senior officers.

INSURANCE PREMIUMS PAID

The Commission paid \$5,428.90 (inc GST) in premiums to indemnify its directors (as defined in Part 3 of the *Statutory Corporations (Liability of Directors) Act 1996*), against a liability incurred under sections 13 or 14 of that Act.

OTHER LEGAL REQUIREMENTS

UNAUTHORISED USE OF CREDIT CARDS

Officers of the Agency hold corporate credit cards where their functions warrant usage of this facility. Cardholders are reminded annually of their obligations under the Agency’s credit card policy.

During 2025-26, there were no instances of unauthorised use of corporate credit cards.

2025-26	
Number of instances in which the WA Government Purchasing Cards were used for personal purposes	0
Aggregate amount of personal use expenditure for the reporting period	0
Aggregate amount of personal use expenditure settled by the due date	0
Aggregate amount of personal use expenditure settled after the period required	0
Aggregate amount of personal use expenditure remaining unpaid at the end of the period	0
Number of referrals for disciplinary action instigated by the notifiable authority during the reporting period	0

EXPENDITURE ON ADVERTISING, MARKET RESEARCH, POLLING AND DIRECT MAIL

In compliance with section 175ZE of the *Electoral Act 1907*, the Commission incurred the following expenditure in advertising, market research, polling, direct mail and media advertising.

Total expenditure for 2025-26 was \$2,310.83 as follows:

CLASS OF EXPENDITURE	ORGANISATION	AMOUNT (\$)	TOTAL (\$)
Advertising	Various	\$2,310.83	\$2,310.83
			\$2,310.83

DISABILITY ACCESS AND INCLUSION PLAN OUTCOMES

The Commission is committed to providing accessible and inclusive environments where everyone, regardless of their abilities, feels included, valued and respected.

The DPIRD Access and Inclusion Plan (AIP) 2024-29 outlines how we aim to address barriers to access and inclusion in our workforce, across our buildings, the provision of our services and accessible information (the nine Regional Development Commissions are included in this overarching plan).

The DPIRD AIP 2024-29 outlines the following outcomes:

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

COMPLIANCE WITH PUBLIC SECTOR STANDARDS AND ETHICAL CODES

Public Sector Management Act Section 31(1):

In the administration of the Mid West Development Commission, I have complied with the Public Sector Standards in Human Resource Management, the Western Australian Public Sector Code of Ethics and our Code of Conduct.

I have put in place procedures designed to ensure such compliance and also conducted appropriate internal assessments to satisfy myself that the statement above is correct.

The applications made for breach of standards review and the corresponding outcomes for the reporting period are as follows.

Number lodged	Nil
Number of breaches found, including details of multiple breaches per application	Nil
Number still under review	Nil



Nils Hay
Chief Executive Officer
14 August 2026

RECORD KEEPING PLANS

As required by the *State Records Act 2000*, the Commission has an approved Record Keeping Plan (RKP).

The current plan was approved in May 2023 by the State Records Commission. It will be reviewed in May 2028.

Periodic record keeping training programs through the Commission’s staff meetings, as well as an induction program for new employees, address the roles of staff and their responsibilities in regard to compliance with the Commission’s RKP.

The records team within the Commission reviews the efficiency and effectiveness of its record keeping training program regularly, to ensure that key record systems objectives and record keeping practices are being met.

A Commission Record Keeping Manual is in place to assist the records team to formalise and structure the training program for staff.

WORKFORCE INCLUSIVENESS STATEMENT

Our agency is committed to a diverse and inclusive workplace.

Research shows agencies that value diversity and inclusion achieve greater staff satisfaction, better customer service outcomes, and improved decision making and performance. The workforce is more connected, motivated and productive.

As part of the most recent WA Public Sector Census, our staff were asked about their diversity, whether they had shared this with our agency and, if not, the reason for not sharing.

The confidence of staff to give voice to their identities, workplace experiences and concerns is an indication of the level of workplace trust, psychological safety and inclusion. Our results showed that:

- A majority of employees shared their diversity information
- Our agency is more diverse than previously thought based on information collected from employees upon commencement
- A number of employees indicated that they had not shared this information with DPIRD because they may be treated differently or may be limited in the roles offered.

Having analysed the results and insights provided, we have identified actions to improve diversity and inclusion in the year ahead;

- Ensuring web content is accessible to a diverse range of users, including those residing in remote areas and individuals using alternative technologies such as mobile devices
- Ensuring events are planned with a focus on accessibility, ensuring both physical and electronic access is available for people with disability and the wider diverse community
- Continuous staff training to enhance awareness and understanding of accessibility and disability issues
- Creating inclusive workplaces.

GOVERNMENT POLICY REQUIREMENTS

WORK HEALTH AND SAFETY AND INJURY MANAGEMENT

Over the past three years, the Commission has maintained a strong work health and safety record, with no fatalities, lost time injuries or occupational diseases reported.

As a result, the lost time injury and disease incidence rate, lost time injury severity rate, and the percentage of injured workers returning to work within 13 and 26 weeks are all recorded as zero.

This outcome reflects the Commission’s proactive approach to providing a safe and healthy workplace, supported by effective risk management, early hazard identification and regular workplace safety reviews.

OSH policies are continually reviewed and monitored as required by changing needs and working environment.

Through representation on DPIRD’s Regional Workplace Occupational Safety and Health (OSH) Committee, the Commission strives to ensure a safe working environment.

The Commission has continued to ensure that all staff remain aware of their work health and safety and injury management responsibilities.

The Commission is compliant with the injury management requirements of the *Workers’ Compensation and Injury Management Act 2023*.

MEASURES	RESULTS 2023-24	RESULTS 2024-25	RESULTS 2025-26	TARGETS	COMMENTS ABOUT TARGETS
Number of fatalities	Zero (0)	Zero (0)	Zero (0)	Zero (0)	Target achieved
Lost time injury and disease incidence rate	Zero (0)	Zero (0)	Zero (0)	Zero (0)	Target achieved
Lost time injury severity rate	Zero (0)	Zero (0)	Zero (0)	Zero (0)	Target achieved
Percentage of injured workers returned to work:					
(i) within 13 weeks	n/a	n/a	n/a	≥80%	-
(ii) within 26 weeks	n/a	n/a	n/a	≥80%	-
Percentage of managers trained in work health and safety and injury management responsibilities, including refresher training within 3 years	0%	0%	0%	≥80%	Target not achieved

WORKERS COMPENSATION

No workers compensation claims have been made within the Commission during 2025-26.

BOARD REMUNERATION

Mid West Development Commission Board 2025-26.

POSITION	NAME	PERIOD OF MEMBERSHIP	TERM OF APPOINTMENT
Chair	Dalton, Lara	12 months	3 years
Deputy Chair	Hirst, Leah	9 months <i>Commenced 30 September 2025</i>	2 years
Board Member	Clune, Jeremiah	12 months	2 years
Board Member	Waters, Dane	12 months	3 years
Board Member	Bonnily, Jo-anne	4 months, 3 weeks <i>Commenced 9 February 2026</i>	2 years
Board Member	Sims, Guy	2 months, 3 weeks <i>Commenced 7 April 2026</i>	2 years
Board Member	Foulkes-Taylor, Emma	6 months <i>Term concluded 31 December 2025</i>	6 years
Chief Executive Officer	Hay, Nils	12 months	-

The total remuneration includes the superannuation expense incurred by the Commission in respect of members of the accountable authority.

NAME	BASE SALARY / SITTING FEES	TYPE OF REMUNERATION	GROSS / ACTUAL REMUNERATION
Dalton, Lara	\$63,000 per annum	Stipend	\$52,480
Leah Hirst	\$5,000 per annum + \$790 per full day, \$513 per half day	Stipend and sitting fees	\$6,740
Clune, Jeremiah	\$680 per full day, \$422 per half day	Sitting fees	\$2,941
Waters, Dane	\$680 per full day, \$422 per half day	Sitting fees	\$2,941
Bonnily, Jo-anne	\$680 per full day, \$422 per half day	Sitting fees	\$3,117
Sims, Guy	\$680 per full day, \$422 per half day	Sitting fees	Nil
Foulkes-Taylor, Emma	\$680 per full day, \$422 per half day	Sitting fees	\$1,705
Hay, Nils	-	N/A	-
			\$69,925

PHOTO SOURCES

PAGE SUBJECT; CREDIT

1	Coral nursery at the Abrolhos Islands; Coral Maker
2	Boat pens at Batavia Marina; DevelopmentWA
4	Yamaji Arts artwork; Tourism WA
5	Marine Terrace, Geraldton; Regional Sounds
9	Murchison River, Kalbarri National Park; Tourism WA
11	Hon Stephen Dawson MLC (centre) attending Starsite Australia's Mullewa facility; MWDC
14	Scallops at the Abrolhos Islands; MWDC
17	Cue; Tourism WA
18	GBSC's Modular Building Construction Factory project; MWDC
19	GBSC modular home; MWDC
20	Panellists at the Mid West Economic Forum; MWCCI
21	Brand Highway safety upgrades; Main Roads WA
21	Port of Geraldton operations; Mid West Ports Authority
22	Nils Hay and Hon Stephen Dawson MLC at the Mid West Economic Forum; MWDC
23	Digital Economy Strategy; MWDC
25	Geraldton CBD; DevelopmentWA
27	Capricorn Space, Mingenew; Capricorn Space
27	Space Investment Prospectus; MWDC
28	Coral nursery at the Abrolhos Islands; Coral Maker
28	Andrew Clark - Chair, Rural Business Development Corporation and Hon Jackie Jarvis MLC; DPIRD
29	Attendees at MWFA's Meet the Local Buyer (Mid West) event; MWFA
30	Isabella Serra and Leah Hirst at the Geraldton Regional Careers Expo; Mullermind Creative
31	Station Square, Batavia Coast Marina; MWDC
31	Partners in the activation of Station Square at Batavia Coast Marina; MWDC
32	Olive Street Key Worker Housing Project houses nearing completion; MWDC
33	Attendees at the Geraldton Regional Careers Expo; Mullermind Creative
33	Attendees at the Geraldton Regional Careers Expo; Mullermind Creative
34	Cultural tree by local artist Shah Jackie; Midwest Multicultural Association
34	Harmony Festival Parade of Nations; Midwest Multicultural Association
35	North Midlands; Tourism WA
37	Mullewa Community Hospital redevelopment in progress; MWDC
38	Batavia Coast Miniature Railway Society track upgrades; BCMRS
39	Olympians Basketball Club Sports Bra Program recipients; Olympians Basketball Club
39	Geraldton Yacht Club Hansa 303 yacht; Geraldton Yacht Club

40	Women of Gero collaborative performance program at Blue Healers Square; Euphorium
40	Lara Dalton and Nils Hay at the Mid West Art Prize with artwork; Unhoused/Unheard; MWDC
41	Peta Humphreys with Nils Hay at the Hollomby Foundation's scholarship recipient event; GUC
41	Levko Domazar with Nils Hay at TAFE's scholarship recipient event; Central Regional TAFE
41	Michelle Wong - Founder, GoSH and Lara Dalton at the GoSHowcase event; GoSH
42	Badimia on Country art exhibition at the Geraldton Regional Art Gallery; GRAG
43	Lot 601, Marine Terrace, Geraldton; DevelopmentWA
44	Badimia on Country art exhibition at the Geraldton Regional Art Gallery; GRAG
45	Bundiyarra Regional Aboriginal Community Kinship Stay; MWDC
46	Ross McKim, Jerry Clune, Lara Dalton and Lane Place at the Mid West Art Prize opening event; CGG
47	Hon Jackie Jarvis MLC, Minister for the Mid West, speaking at Cue Parliament; MWDC
48	Leah Hirst, Tom Hinchey - Facility Operations Manager, GFC and Lara Dalton at Geraldton Fishermen's Cooperative's Welshpool facility; MWDC
48	Board visit to Fenix facility in the Shire of Cue; MWDC
48	Board visit to the Shire of Meekatharra; MWDC
48	Board visit to the Royal Flying Doctor Service Western Operations at Jandakot Airport, pictured with RFDS Senior Engineer, Michael Chadwick; MWDC
48	Board visit to the Shire of Cue, pictured with Cr Ross Pigdon (dec); MWDC
49	Board and staff members
50	Adam Murszewski presenting at the Mid West Economic Forum; MWCCI
51	Staff attending the Fundamentals of AI in the workplace workshop; MWDC
51	Belinda Basell, Hayley Smythe and Adam Murszewski at the TeamLab Urban Challenge; MWDC
52	Executive and administrative staff from the nine Regional Development Commissions at a professional development workshop; Peel Development Commission
53	Dongara Tourist Park cabins; Dongara Tourist Park
54	Coral nursery at the Abrolhos Islands; Coral Maker
54	BCMI staff and Yamatji Southern Sea Rangers at the Abrolhos Islands; Coral Maker
55	Shire of Cue café at the Western Australian Bank building; MWDC
55	Hon Jackie Jarvis MLC, Minister for the Mid West, pictured with Shire of Cue staff, MWDC staff and Board at the opening of the Cue Café Kitchen project; MWDC
56	Perenjori Hotel outdoor area; Perenjori Hotel
56	Finlay's Kalbarri children's play area; Finlay's Kalbarri
60	Lake Austin, Cue; Rob Mulally and Georgia Rickard
62	Geraldton Foreshore; DevelopmentWA
80	Mid West Art Prize opening event; CGG
84	Hon Roger Cook MLA, Premier of Western Australia greeting attendees at the Mid West Budget Briefing; MWDC
94	Loop Walk, Kalbarri National Park; Australia's Coral Coast



**MID WEST
DEVELOPMENT
COMMISSION**