



Wheatbelt Development Commission

Annual Report 2025-26

www.wheatbelt.wa.gov.au



Acknowledgement of Country

The Wheatbelt Development Commission respectfully acknowledges the Traditional Owners of the lands that we live and work on; the family and clan groups of the Ballardong, Goreng, Gubrun, Kalamaia, Njaki-Njaki, Whadjuk, Wilman, Wudjari, Yued and Yamatji People, their Elders past, present and emerging.

We acknowledge their living culture and important role in the sustainable economic development and prosperity of the Wheatbelt. We are committed to embracing opportunities for Aboriginal economic development, entrepreneurship and wealth creation; being a voice of change and reconciliation; supporting sustainable and healthy communities; and empowering future leaders.

Alternative formats

This publication is available in alternative formats on request. We encourage readers to access this report online at wheatbelt.wa.gov.au to help reduce paper use.

Disclaimer

Every effort has been made to ensure the accuracy of the information contained in this publication at the time of printing. The Commission accepts no responsibility for any consequences arising from the use of this information.

Image credits

Cover image: European Space Agency's Deep Space Antennas 1 and 4 at the New Norcia Ground Station.

Credit: European Space Agency.

Image credits for all other photographs used in this report are provided beneath each image or, where not shown, in Appendix C.

Feedback

We welcome your feedback on this report. If you have any comments or suggestions, please contact the Wheatbelt Development Commission using the details provided.

Contact Details

Postal Address

PO BOX 250
Northam WA 6401

Street Address

75 York Road
Northam WA 6401

Electronic

Email: info@wheatbelt.wa.gov.au
Website: wheatbelt.wa.gov.au
Telephone: (08) 9622 7222

Statement of Compliance

For year ended 30 June 2026



To the Honourable Stephen Dawson MLC, Minister for Regional Development; Ports; Science and Innovation; Medical Research; Kimberley

In accordance with Section 63 of the *Financial Management Act 2006*, we hereby submit for your information and presentation to Parliament, the Annual Report of the Wheatbelt 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 any other relevant written law.

A stylized, handwritten signature in dark ink, consisting of a large 'R' followed by a horizontal line.

Robyn Sermon

Chair of the Board
1 September 2026

A stylized, handwritten signature in dark ink, appearing to be 'Renee' followed by a flourish.

Renee Manning

Acting Chief Executive Officer
1 September 2026

Contents

1. Executive Summary	1	4. Financials and Legal	42
Message from the Chair and CEO.....	2	Auditor General Report	43
About the Wheatbelt.....	3	Financial Statements	46
About the Commission	5	Key Performance Indicators.....	65
Snapshot of 2025-26	7	Other statutory information	68
Report on operations.....	10	Other financial disclosures.....	69
2. Corporate Structure.....	11	Other legal requirements.....	70
Organisational chart	12	5. Appendices.....	74
Our Board	13	Appendix A: Small Grants Election Commitments 2021.....	75
Our Executive Team.....	15	Appendix B: Small Grants Election Commitments 2025	77
Measuring our impact.....	16	Appendix C: Image Credits	78
3. Delivering our Priorities.....	17		
Our strategy	18		
Grow existing, and find and develop new industries	19		
Enhance regional living standards	26		
Increase Aboriginal participation in the regional economy	35		
Organisational excellence.....	38		

Acronyms and abbreviations

Acronym	Definition
AIP	Avon Industrial Park
AROC	Avon Regional Organisation of Councils
ATU	Automated Transfer Unit
CEACA	Central East Accommodation and Care Alliance
CEO	Chief Executive Officer
CRC	Community Resource Centre
DLG	District Leadership Group
DPIRD	Department of Primary Industries and Regional Development
DPLH	Department of Planning, Lands and Heritage
DWER	Department of Water and Environmental Regulation
ESA	European Space Agency
FARM	Finance, Audit and Risk Management Sub-Committee
GECZ	Great Eastern Country Zone
GRP	Gross Regional Product
LGA	Local Government Area
MLA	Member of the Legislative Assembly
MLC	Member of the Legislative Council
OAG	Office of the Auditor General
NBN	National Broadband Network

Acronym	Definition
NCCI	Noongar Chamber of Commerce and Industry
NEWROC	North Eastern Wheatbelt Regional Organisation of Councils
PBC	Prescribed Body Corporate
PRIS	Privacy and Responsible Information Sharing
RDC	Regional Development Commission
RDRP	Regional Drought Resilience Planning
RED	Regional Economic Development (Grant)
ROEROC	Roe Regional Organisation of Councils
RTDS	Regional Tourism Development Strategy
SBDC	Small Business Development Corporation
TDMP	Tourism Destination Management Plan
WACHS	WA Country Health Service
WALGA	WA Local Government Association
WARDA	Western Australia Regional Development Alliance
WASO	West Australian Symphony Orchestra
WBN	Wheatbelt Business Network
WBYM	Wheatbelt Youth Mentoring
WDC	Wheatbelt Development Commission
WEROC	Wheatbelt East Regional Organisation of Councils

1. Executive Summary

Message from the Chair and CEO

Welcome to the Wheatbelt Development Commission's 2025–26 Annual Report.

The Wheatbelt continued to experience strong growth during 2025–26, with ongoing population growth, low unemployment and increasing demand for housing and infrastructure reinforcing the importance of coordinated regional planning, investment and advocacy.

During the year, we progressed initiatives that supported economic growth, strengthened communities and advocated for the infrastructure required to respond to the region's changing needs. This report outlines our achievements against these priorities and presents the Commission's financial and governance performance, reflecting our commitment to accountability, transparency and the responsible stewardship of public resources.

We thank the Hon Stephen Dawson MLC, Minister for Regional Development, and the Hon Sabine Winton MLA, Minister for Wheatbelt, for their continued support of the Commission's work throughout the year.

We also acknowledge the leadership of the Commission's Board. We thank outgoing Board members Rosemary Madácsi and Oral McGuire for their valuable contribution and welcome Gail Beck and Melanie Brown, who joined the Board during the year alongside continuing members Shane Kay, Lucy Hall and Tony O'Gorman.

In March 2026, Chief Executive Officer Rob Cossart was seconded to the role of Fuel Security State Controller to oversee fuel supply across Western Australia. We thank Rob for his leadership during this important period and acknowledge the professionalism and dedication of the Commission's staff, who continued delivering our priorities.

The Commission maintains a strong connection to communities and stakeholders across the Wheatbelt, meeting with people throughout the region to understand local priorities, opportunities and challenges. Our diverse Board, representing different parts of the vast Wheatbelt, brings local knowledge and perspectives to the Commission's work and helps ensure regional voices inform our priorities and activities.

Thank you to our local governments, government agencies, industry, Aboriginal organisations and community partners for your ongoing collaboration. The achievements outlined in this report reflect the strength of these partnerships and our shared commitment to the Wheatbelt.



A stylized, handwritten signature in black ink.

Robyn Sermon
Chair of the Board



A stylized, handwritten signature in black ink.

Renee Manning
Acting Chief Executive
Officer

About the Wheatbelt

One of WA's nine regions, the Wheatbelt is home to a diverse regional economy, underpinned by strong agricultural and mining sectors, less than two hours' drive from Perth.

The Commission defines the Wheatbelt through five sub-regions: Avon, Central Coast, Central East, Central Midlands and Wheatbelt South.

Encompassing 154,862 km², the region is home to nearly 80,000 people, making it WA's third most populous region after the South West and Peel. From coastal waters to rugged terrain, the Wheatbelt includes more than 200 towns and settlements across 42 local government areas (LGAs).

Avon

Beverley
Cunderdin
Dowerin
Goomalling
Northam
Quairading
Tammin
Toodyay
Wyalkatchem
York

Central Coast

Chittering
Dandaragan
Gingin

Central Midlands

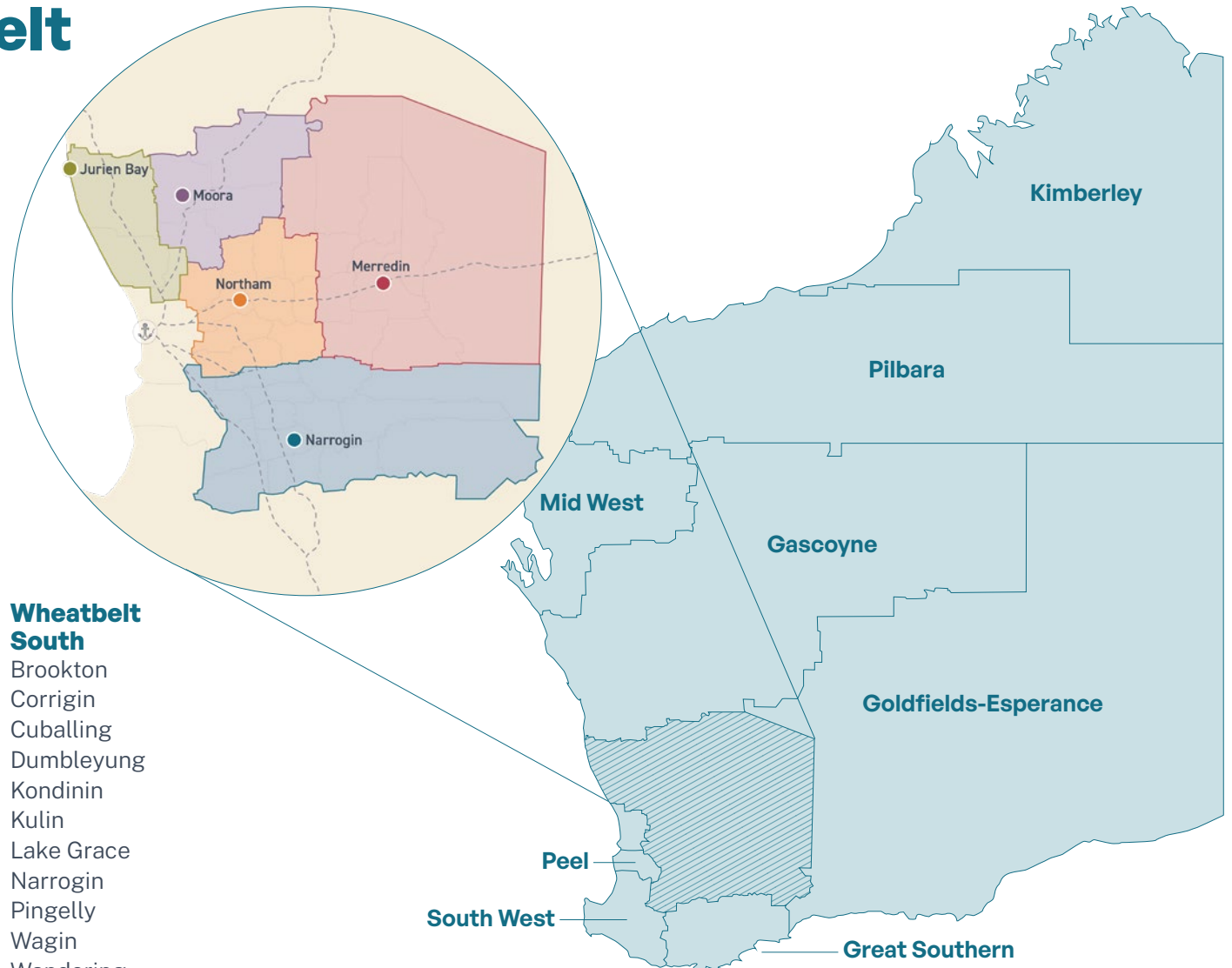
Dalwallinu
Moora
Victoria Plains
Wongan-Ballidu

Central East

Bruce Rock
Kellerberrin
Koorda
Merredin
Mt Marshall
Mukinbudin
Narembeen
Nungarin
Trayning
Westonia
Yilgarn

Wheatbelt South

Brookton
Corrigin
Cuballing
Dumbleyung
Kondinin
Kulin
Lake Grace
Narrogin
Pingelly
Wagin
Wandering
West Arthur
Wickepin
Williams



Economic snapshot

\$18.3B

Economic output¹

Key sector	Output
Agriculture, forestry and fishing	\$5.3B
Mining	\$4.4B
Construction	\$1.4B
Manufacturing	\$1.2B
Public administration and safety	\$0.8B
All other sectors total	\$5.2B

30,706

Jobs¹

Key sector	Jobs
Agriculture, forestry and fishing	9,039
Health care and social assistance	2,884
Education and training	2,631
Public administration and safety	2,147
Retail trade	2,092
All other sectors total	11,913

\$9.3B

Gross Regional Product (GRP)¹

Sub-region	GRP
Central East	\$2.7B
Avon	\$2.2B
Wheatbelt South	\$2.1B
Central Coast	\$1.6B
Central Midlands	\$0.7B

79,885

Estimated residential population²

9,799

Businesses³

1.61%

Unemployment rate³

References

¹Remplan (2024R2 and 2023R2, 2025 CPI Adjusted): *Overview, Economy Profile, Output Profile, Gross Regional Product Profile* (2023 and 2024) and 2021 Census Workforce Data

²Australian Bureau of Statistics (ABS) 2025 Estimated Resident Population

³Jobs and Skills Australia, *Small Area Labour Market Estimates* - LGA (2025)

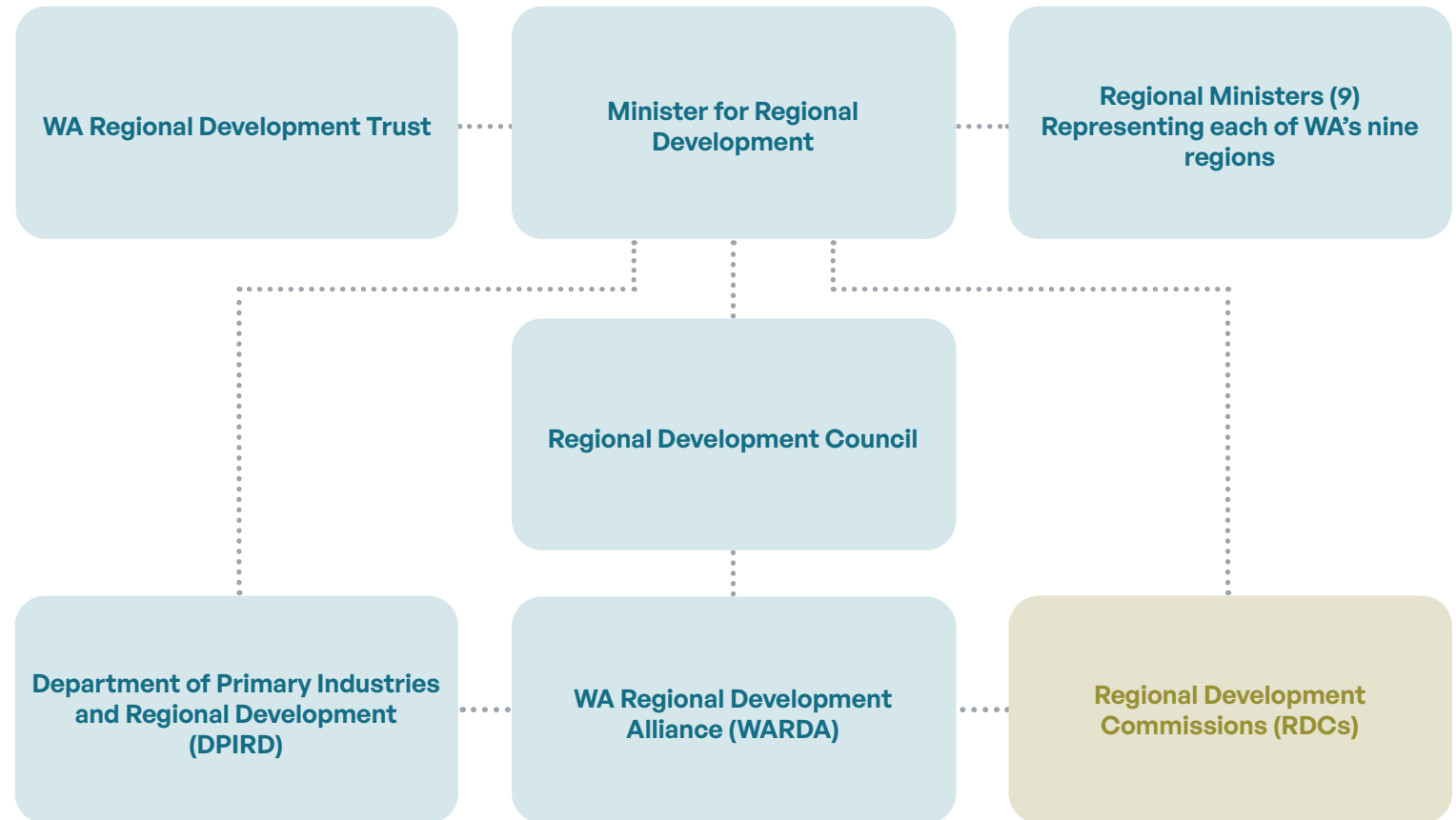
About the Commission

About us

The Wheatbelt Development Commission is a statutory authority of the WA Government that drives economic development across the Wheatbelt.

As part of WA's Regional Development Portfolio, we work closely with local governments, community organisations, industry, Traditional Owners and other government agencies to deliver initiatives that support the region's long-term prosperity.

Through these partnerships, we provide strategic planning, policy advice and project delivery across the Wheatbelt's key industries and priority sectors.



Our purpose

To maximise long-term positive outcomes for the Wheatbelt.

We drive regional development by bringing together government, industry, communities and other stakeholders to unlock opportunities, harness the region's competitive advantages and address barriers to sustainable growth.

Our vision

A resilient and diversified Wheatbelt economy, supported by sustainable communities that contribute to the strength of our region and WA as a whole.

Our values



Leadership

Driven by engagement, advocacy and action.



Innovation

Embracing new approaches to economic development.



Collaboration

Connecting business, government and community.



Integrity

Committed to organisational excellence.

Operational structure

Responsible ministers

- Hon Stephen Dawson MLC, Minister for Regional Development; Ports; Science and Innovation; Medical Research; Kimberley
- Hon Sabine Winton MLA, Minister for Education; Early Childhood; Wheatbelt

Enabling legislation

Established under the *Regional Development Commissions Act 1993*, the Commission is listed as a statutory authority on Schedule 1 of the *Financial Management Act 2006* and is subject to the provisions of the *Public Sector Management Act 1994*.

Other key legislation impacting the agency's activities

In conducting its functions, the Commission complies with all applicable legislation, including but not limited to the following:

- *Corruption and Crime Commission Act 2003*
- *Disability Services Act 1993*
- *Electoral Act 1907*
- *Equal Opportunity Act 1984*
- *Financial Management Act 2006*
- *Freedom of Information Act 1992*
- *Industrial Relations Act 1979*
- *Minimum Conditions of Employment Act 1993*
- *Procurement Act 2020*
- *Public Interest Disclosure Act 2003*
- *Public Sector Management Act 1994*
- *Royalties for Regions Act 2009*
- *Salaries and Allowances Act 1975*
- *State Records Act 2000*
- *Work Health and Safety Act 2020*

Snapshot of 2025-26

July 2025



Supported the delivery of Bringing Dowerin Downtown alongside Dowerin Machinery Field Days, attracting **654 attendees**.

Launched the *Business News* Wheatbelt Special Publication with **63,025 editions** distributed across print and digital platforms.

August 2025



CEO Rob Cossart attended and presented at the **Shire of Chittering** Business Breakfast.

Premiere of *Shipwreck Hunters* Season 2, featuring **Breton Bay in Lancelin**, with the Commission supporting the delivery of regional outcomes during filming.

September 2025



Hosted **His Excellency the Honourable Chris Dawson AC APM, Governor of Western Australia, and Mrs Dawson** in the Wheatbelt.

Sponsored Newdegate Machinery Field Days, which attracted around **11,000 people** to Newdegate.

October 2025



Inauguration of the European Space Agency's (ESA) new **Deep Space Antenna, NN03**, in New Norcia.

Released *Living Well in the Wheatbelt*.

Opened Round 8 of the **Regional Economic Development (RED) Grants** program.

November 2025



Five Wheatbelt shires received a share of **\$300,000 in funding** through the Regional Drought Resilience Planning (RDRP) program.

Welcomed **Michael Carey, Director General of the Department of the Premier and Cabinet (DPC)**, on a visit to the Wheatbelt.

December 2025



Supported NEWTRAVEL in finalising the **Wheatbelt Way Marketing and Accommodation Expansion** project.

Visited recipients of the **Small Grants Election Commitments**, including the Northam Toy Library.

January 2026



Applications for Round 8 of the **RED Grants** program closed, attracting 53 applications.

Completion of the **Dandaragan Fixed Wireless Network project**, supported by \$500,000 in State Government funding.

February 2026



Seven Wheatbelt events received funding through the 25th year of the **Regional Events Scheme**.

Delivered a presentation on the future of the Eastern Wheatbelt at the **Shaping the Future Together** forum.

March 2026



Sponsored and attended **Wagin Woolorama**.

Release of State Government's **Community Benefits Guideline for Large-scale Renewable Energy Projects**.

Sponsored the **2025 Wheatbelt Graduation and Awards Night** at Central Regional TAFE.

April 2026



Hosted the **Hon Sabine Winton, Minister for Wheatbelt**, and the **Hon Amber-Jade Sanderson, Minister for Energy and Decarbonisation**, during their visit to the Wheatbelt.

Announced the **nine successful recipients** of Round 8 of the RED Grants program.

May 2026



Hosted the **Wheatbelt State Budget Breakfast** with the Hon Sabine Winton, Minister for Wheatbelt.

Sponsored and presented at the **Wheatbelt Futures Forum** in Northam.

Sponsored the **Wheatbelt and Beyond Youth Mentoring Camp**.

June 2026



Held a Board workshop as part of the development of the Commission's new **Strategic Plan**.

Five Wheatbelt leaders were selected to attend the **National Impact Forum**.

Sponsored and presented at the **Dandaragan Business Forum**.

Significant issues impacting the agency

Current and emerging issues and trends

Throughout 2025–26, the Wheatbelt continued to experience significant demographic and economic change. The region's population has increased by 9.5% since 2021, outpacing the Perth metropolitan area¹, with growth concentrated in the peri-urban and coastal areas of the Wheatbelt.

This growth is increasing demand for housing, infrastructure and essential services. At the same time, the availability of more affordable land is attracting new industries to the region, placing greater pressure on environmental resources and increasing the need for water, energy and other enabling infrastructure.

As the Perth metropolitan area continues to expand, these demographic and economic trends are expected to continue shaping the Wheatbelt's growth and development.

¹Australian Bureau of Statistics, Region Population Growth.

Economic and social trends

The Wheatbelt has a diverse economy, with agriculture remaining its largest industry. In 2025, Western Australia recorded its largest grain harvest on record at 27.352 million tonnes, driving increased grain freight and haulage activity across the region. In recent years, mining has narrowed the gap, with economic output increasing to \$4.4 billion. Growing investment in renewable energy is also driving growth in the construction and manufacturing sectors, with economic output reaching \$1.4 billion and \$1.2 billion, respectively.

Population growth is supporting the establishment of more small and medium-sized businesses across the region while increasing demand for childcare, schools, hospitals and other essential services. Meeting this demand remains a challenge, with workforce shortages and infrastructure constraints continuing to limit opportunities for families to live and grow in the Wheatbelt.

Changes in written law

No changes in any written law affected the Commission during the reporting period.

Likely developments and forecast results of the operations

The Commission is developing its 2027–29 Strategic Plan, which will guide its work to support sustainable regional development over the next three years.

During 2026–27, the Commission will continue to facilitate investment, strengthen partnerships and advocate for infrastructure that supports sustainable regional growth. Priorities include progressing renewable energy, transport and industrial development projects, while addressing housing and workforce challenges.

The Commission will continue working with State and Commonwealth government agencies, local governments, Aboriginal Corporations, industry and community stakeholders to maximise regional development opportunities across the Wheatbelt.

Report on operations

Actual results versus budget targets

Financial Targets

	2026 Target ⁽¹⁾ (\$000)	2026 Actual (\$000)	Variation ⁽²⁾ (\$000)
Total cost of services (expense limit) (sourced from Statement of Comprehensive Income)	2,736	2,447	289 ¹
Net cost of services (sourced from Statement of Comprehensive Income)	2,736	2,433	303 ¹
Total equity (sourced from Statement of Financial Position)	237	372	135 ²
Net increase / (decrease) in cash held (sourced from Statement of Cash Flows)	-	17	17 ³
Approved salary expense level	1,788	1,599	189 ⁴

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

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

Explanation of variation

¹Total cost of services is lower than the budget estimates (2026 Target) primarily due to staff vacancies and an underspend in Grants and Subsidies.

²Total equity is higher than the budget estimates (2026 Target) due to the higher surplus in the prior year.

³Minimal variation.

⁴The Approved salary expense level was under target due to some staff vacancies throughout the year.

Working Cash Targets

	2026 Agreed limit (\$000)	2026 Target(1)/Actual(2) (\$000)	Variation (\$000)
Agreed working cash limit (at Budget)	50	50	N/A ¹
Agreed working cash limit (at Actuals)	40	389	349 ²

⁽¹⁾Target to reflect the Commission's anticipated working cash for the 2023-24 financial year.

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

Explanation of variation

¹N/A

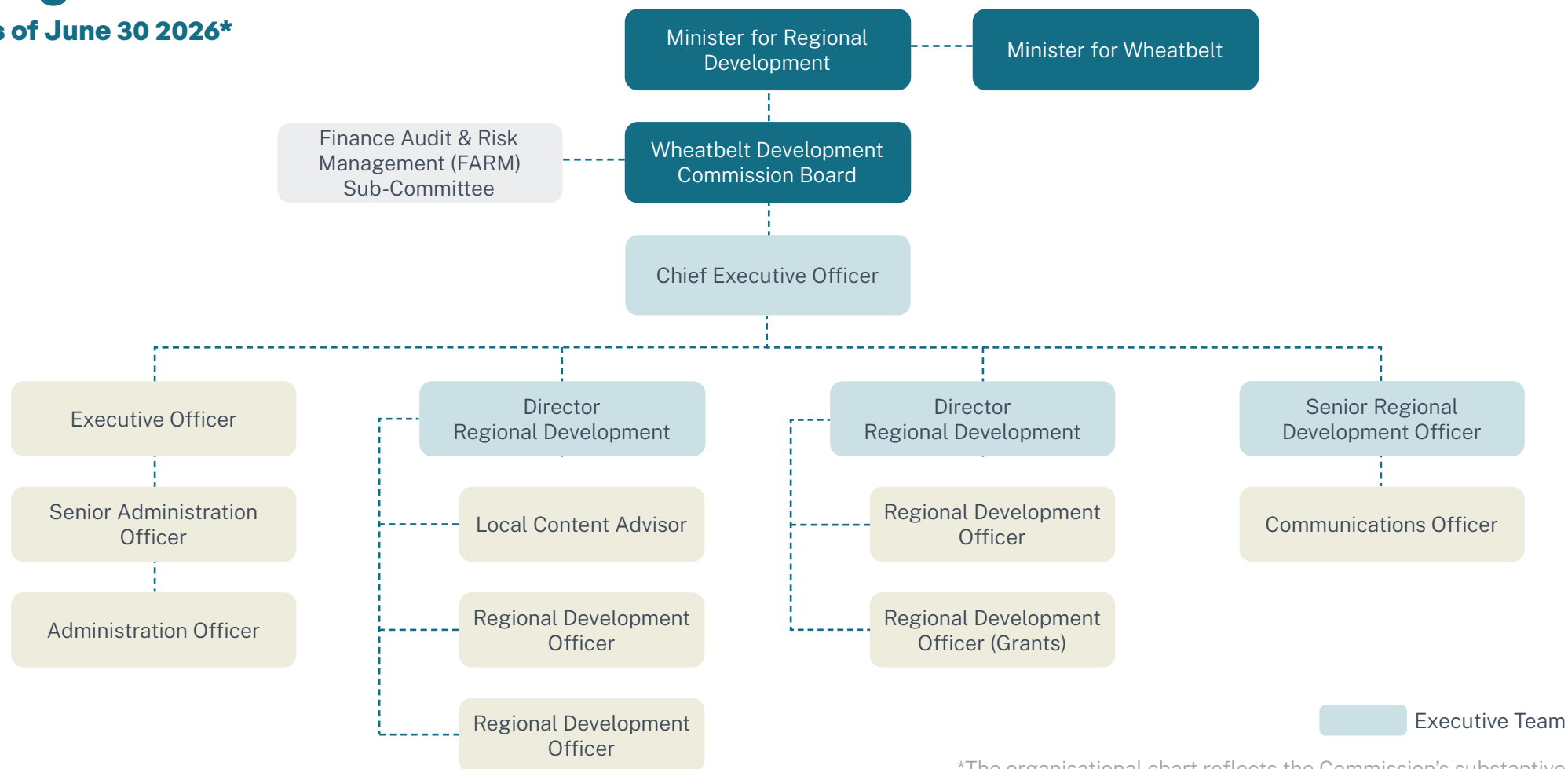
²This variation is due to receipt of revenue which the WDC will utilise for approved projects over the forward estimates.



2. Corporate Structure

Organisational chart

As of June 30 2026*



*The organisational chart reflects the Commission's substantive positions. Acting arrangements, fixed-term and contract positions, and other temporary workforce arrangements are not reflected.

Our Board

The Board provides strategic leadership and governance for the Commission.

Comprising community and local government representatives, Ministerial appointees and the Chief Executive Officer as an ex officio member, it guides the Commission's strategic direction and decision-making.

The Board is supported by the FARM Sub-Committee.

Retiring Board members

Oral McGuire: Appointed as a Ministerial Representative on 9 April 2020, Oral served two terms on the Board before completing his tenure on 28 June 2026.

Rosemary Madácsi: Appointed as a Local Government Representative on 15 March 2026, Rosemary served on the Board until the completion of her term on 28 June 2026.



Robyn Sermon, Chair

Ministerial representative

Term of office to 31 October 2026

Robyn has held senior leadership positions across the resources, health, higher education and agricultural sectors, leading innovation, community engagement and regional development initiatives throughout Western Australia.

She is currently Chief Executive Officer of the Royal Agricultural Society of WA and serves as Chair of the Wheatbelt Development Commission and the Regional Development Council. She brings extensive experience in governance, stakeholder partnerships and regional leadership.



Gail Beck, Deputy Chair

Ministerial representative

Term of office to 30 June 2029

Gail is a Bibbulmun Noongar woman with specialist expertise in Aboriginal economic and community development.

She is Executive Manager, Cultural Integration at Ruah Community Services, based in Perth. Gail has held a range of leadership positions across the Aboriginal community sector, including Chair of Yued Aboriginal Corporation, Co-Chair of the Aboriginal Advisory Council of WA, and Deputy Chair of the Council of Aboriginal Services of WA.



Tony O'Gorman

Local government representative

Term of office to 31 December 2029

Tony has extensive experience in public service, local government and regional development. He served as the Member for Joondalup for 12 years before relocating to Jurien Bay in 2014, where he held senior leadership roles with the Shire of Dandaragan.

Elected to the Shire of Dandaragan Council in 2023, he now serves as Shire President. He brings extensive experience in governance, economic development and community leadership, with a strong focus on sustainable regional growth.



Melanie Brown

Local government representative

Term of office to 30 June 2029

Melanie has extensive experience in local government, agriculture and regional leadership, with a strong understanding of the opportunities and challenges facing regional Western Australia. She is actively involved in her family's broadacre farming business and serves as Shire President of the Shire of Trayning.

She brings extensive experience in governance, stakeholder engagement and regional development, with a strong commitment to supporting sustainable growth across the Wheatbelt.



Lucy Hall

Community representative

Term of office to 28 February 2028

Lucy has more than 25 years' experience across financial services, business development, marketing and the not-for-profit sector. She co-owns a broadacre farming business in the Wheatbelt and operates her own consulting firm.

She serves on the Board of the Small Business Development Corporation and brings extensive experience in governance, business development and agribusiness, with a strong commitment to supporting regional communities and sustainable agriculture.



Shane Kay

Community representative

Term of office to 30 June 2028

Shane has more than 30 years' experience in the citrus industry and is Chief Executive Officer of Moora Group WA, encompassing citrus production, packing and exporting businesses. He also serves as a Director of Citrus Australia and Delite Growers of Australia.

He brings extensive experience in agribusiness, governance and industry leadership, with a strong focus on innovation, research and the long-term growth of Western Australia's horticultural sector.



Renee Manning

Acting Chief Executive Officer

Ex officio

Renee has more than 20 years' experience in regional development, agriculture and public sector leadership, and is Acting Chief Executive Officer of the Wheatbelt Development Commission.

She holds a Bachelor of Science, with qualifications in regional development and public sector management, and is a graduate of the Australian Institute of Regional Development and an alumna of the Australian Rural Leadership Program.

Our Executive Team



Renee Manning
Acting Chief Executive Officer

Renee has more than 20 years' experience in regional development, agriculture and public sector leadership, and is Acting Chief Executive Officer of the Wheatbelt Development Commission.

She holds a Bachelor of Science, with qualifications in regional development and public sector management, and is a graduate of the Australian Institute of Regional Development and an alumna of the Australian Rural Leadership Program.



Grant Arthur
Director Regional Development

Grant has more than 40 years' experience across regional Western Australia, with expertise in regional development, investment and Crown land management. He has worked extensively across the Mid West, Gascoyne, Goldfields-Esperance, Pilbara and Wheatbelt regions.

He holds a Bachelor of Economics and a Graduate Diploma of Business.



Chris Sharples
Acting Director Regional Development

Chris has more than 20 years' experience across the public and private sectors, with expertise in strategic planning, transport policy and infrastructure.

He holds a Bachelor of Science and a Graduate Diploma in Geographic Information Science, and is a Graduate of the Australian Institute of Company Directors and an Australian Certified Economic Developer.

The Executive Team remains closely connected to the region, ensuring the Commission can respond effectively to emerging priorities.

Through fortnightly meetings to review regional developments, participation in sub-regional forums, stakeholder engagement, and regular collaboration with Ministers, Directors General and other State Government agencies, the team maintains a strong understanding of regional issues and opportunities.

This coordinated approach enables the Commission to respond to challenges, strengthen partnerships and deliver government priorities across the Wheatbelt.

Measuring our impact

Outcomes Based Management Framework

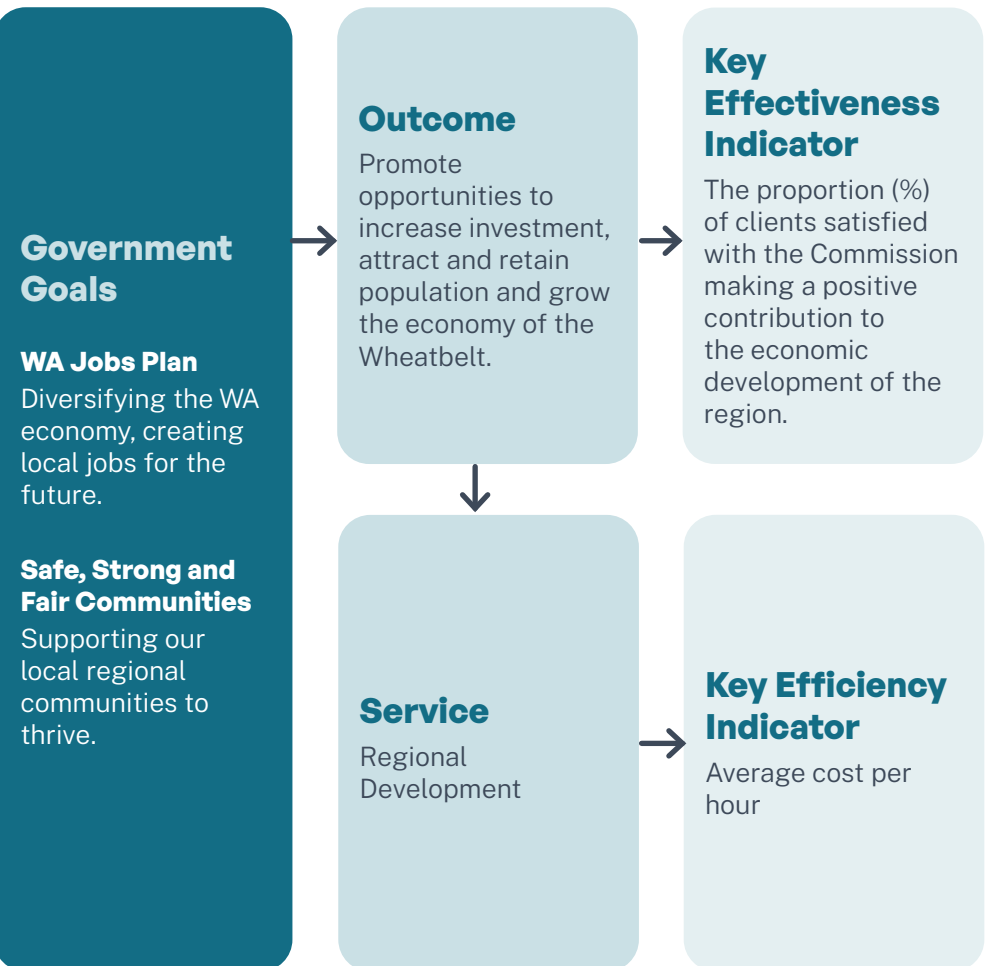
The State Government's Outcomes Based Management Framework is used to measure the Commission's contribution to government goals, desired outcomes and key performance indicators.

Changes to outcome-based management framework

There were no changes to the Commission's Outcomes Based Management Framework during 2025-26.

Shared Responsibilities

The Commission collaborates with State and Commonwealth government agencies, DPIRD and the Wheatbelt's 42 local governments to deliver regional priorities.



The background of the slide is a solid teal color with a subtle, light-colored topographic map pattern. The pattern consists of numerous concentric, wavy lines that create a sense of depth and movement, resembling a contour map of a hilly landscape.

3. Delivering our Priorities

Our strategy

The Commission’s Strategic Plan 2024–26 sets the direction for delivering regional development outcomes across the Wheatbelt.

The Plan is built around four strategic objectives that contribute to making the Wheatbelt a great place to live, work, visit and invest.

The following sections outline the Commission’s progress against these strategic objectives.



View the Strategic Plan 2024-26 at wheatbelt.wa.gov.au or scan the QR code.



Our Vision A resilient and diversified Wheatbelt economy, supported by sustainable communities that contribute to the strength of our region and WA as a whole.

Strategic Objectives	Grow existing, and find and develop new industries	Enhance regional living standards	Increase Aboriginal participation in the regional economy	Organisational excellence
	1	2	3	4

Strategic Goals	1. Attract and facilitate regional investment that supports economic growth.	1. Build, hold and share regional intelligence regarding liveability and living standards.	1. Support Aboriginal economic opportunities arising from the SW Native Title Settlement as a significant economic development package.	1. Develop and retain collaborative and trusted partnerships in regional development.
	2. Unlock barriers for new and growing industry.	2. Support innovative delivery and governance models associated with community services and facilities.	2. Support Aboriginal economic participation and unlock barriers for opportunities to grow participation.	2. As an organisation, lead by example demonstrating effective organisational governance, systems, processes and behaviours.
	3. Support community preparedness and realisation of local benefits arising from economic growth and diversification across the region.	3. Improve digital connectivity across the region.		
	4. Support and grow sustainable resource management and energy generation practices and projects across the region.	4. Plan for, and support initiatives and programs that deliver housing outcomes across the region.		
		5. Promote the liveability and economic contribution of the Wheatbelt.		

Strategic Objective 1

Grow existing, and find and develop new industries

The Commission drives economic diversification across the Wheatbelt by connecting investment, opportunity and partnerships to support sustainable regional growth.

Strategic Goals

Attract and facilitate regional investment that supports economic growth.	Page 20
Unlock barriers for new and growing industry.	Page 21
Support community preparedness and realisation of local benefits arising from economic growth and diversification across the region.	Page 23
Support and grow sustainable resource management and energy generation practices and projects across the region.	Page 25



Goal #1**Attract and facilitate regional investment that supports economic growth.****Facilitating regional visits**

The Commission coordinated regional visits by senior government representatives to showcase the Wheatbelt's industries, infrastructure and economic opportunities. These visits strengthened relationships between government and regional stakeholders and provided opportunities to advocate for regional priorities and investment.

During 2025–26, the Commission hosted visits by the Governor of Western Australia, the Minister for Regional Development, the Minister for Wheatbelt and the Director General of the Department of the Premier and Cabinet.



Photo: (L-R) His Excellency the Honourable Chris Dawson, Governor of Western Australia, Mrs Dawson and CEO Rob Cossart at Bilya Koort Boodja in Northam.

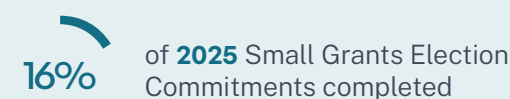
Grants and funding

During 2025–26, the Commission delivered Round 8 of the RED Grants program, with \$766,000 awarded to nine projects supporting business expansion, tourism infrastructure and economic development across the Wheatbelt.

RED Grant Round 8 Recipient	Amount
TKB Mechanical	\$115,000
MDP Farming	\$100,000
Nature Play Solutions	\$100,000
NLE Group	\$100,000
Red Fox Ag	\$100,000
Yued Aboriginal Corporation	\$98,000
The Brookton	\$65,000
Dolly's @ The Garage	\$49,000
Morgan Feed Supplies	\$39,000

The Commission also supported investment in priority projects, including:

- **New Norcia Ground Station tourism infrastructure:** \$350,000 to deliver tourism infrastructure at the European Space Agency's New Norcia Ground Station.
- **Lancelin Off-Road Vehicle Area upgrades:** \$200,000 to improve visitor access, parking, track connections and signage.
- **Yilgarn Avenue upgrades:** \$3 million for road upgrades and subdivision intersections supporting the AvonWest project and Northam Road Train Assembly Area.
- **Small Grants Election Commitments:** Continued delivery of projects funded through the 2021 and 2025 election commitments.



Goal #2**Unlock barriers for new and growing industry.****Strategic water infrastructure**

Reliable water infrastructure underpins future industrial growth. In 2025–26, the Commission advocated for priority water projects to enable investment and economic development, including:

- **Jurien Bay Growth Planning:** Supported the Shire of Dandaragan's growth planning, with a \$23 million investment announced in May 2026 for upgraded water supply infrastructure. The project includes commissioning an existing groundwater bore, constructing a two kilometre pipeline, and building a new water treatment plant. This significant increase in water supply capacity will support continued growth of the popular coastal community and tourism destination.
- **Chittering Water Supply Scheme:** Advocated for business case funding for the proposed Alkimos to Gonneville Water Pipeline to support future water supply needs.
- **Northam Water Planning:** Facilitated coordination with Local, State and Federal Government agencies to identify pathways to unlock future water needs for community and industrial purposes.

Industrial land development

Well-planned and serviced industrial land is essential to attracting investment and supporting business growth across the Wheatbelt. In 2025–26, the Commission progressed initiatives to support future industrial development, including:

- **Avon Industrial Park:** Continued to advocate for the Stage 3A subdivision and worked with the Industrial Lands Steering Committee.
- **Jurien Bay Industrial Land Needs Review:** Worked with the Shire of Dandaragan to identify future light industrial land requirements that support long-term economic growth
- **Whole-of-Government Planning:** Reinforcing the Wheatbelt's subregional planning model when providing feedback in Government planning activities.

Transport infrastructure

In 2025–26, the Commission continued to advocate for strategic road infrastructure, including:

- **Wheatbelt Secondary Freight Network:** Continued to engage with stakeholders and advocate for future investment in the network to improve regional freight connectivity.

Wheatbelt Secondary Freight Network at a glance**42**

Wheatbelt local governments

4,400 km

of local government roads

450 km

of roads upgraded since 2019

Case Study: Growing local capacity in Merredin

Where: Shire of Merredin

Sub-Region: Central East

Completion Date: November 2025

A \$91,651 RED Grant enabled Merredin Glazing Service to invest in new machinery, increasing production capacity, improving efficiency and creating local employment.

Based in Merredin and servicing the Wheatbelt and beyond, the business manufactures, supplies and installs aluminium-framed windows and doors, security screens, splashbacks, wardrobes, shower screens, blinds, and farm and minesite machinery.

Meeting growing demand

Like many regional businesses, Merredin Glazing Service faced challenges attracting and retaining workers as demand grew. Investing in technology provided an opportunity to increase capacity while making better use of its existing workforce.

Increasing capacity

With a Round 7 RED Grant, Merredin Glazing Service was able to purchase a computerised twin-head mitre saw and CNC aluminium profile cutter, automating time-intensive processes and reducing the potential for human error.

The new machinery has increased the business's capacity to take on larger projects, reduced its reliance on outsourcing to Perth and strengthened its ability to tender for larger contracts.

Creating local opportunities

The investment has supported the employment of one full-time and one part-time employee, while the business has also begun discussions with an apprenticeship consultant to explore future workforce opportunities.

In March 2026, the Hon Sabine Winton MLA, Minister for Wheatbelt, visited Merredin Glazing Service to see the new machinery in operation and hear about the impact of the investment.

The project is helping keep manufacturing work in the Wheatbelt while strengthening a local business's capacity to grow, employ and compete for larger contracts.



Photo: Hon Sabine Winton MLA, Minister for Wheatbelt, with Phil Van Der Merwe of Merredin Glazing Service and the business's new machinery, March 2026.

Goal #3**Support community preparedness and realisation of local benefits arising from economic growth and diversification across the region.****Building regional capability**

Building local leadership and strategic partnerships strengthens the Wheatbelt's capacity to support long-term economic growth. In 2025–26, the Commission supported regional capability through:

- **Wheatbelt Business Network (WBN):** Funding the WBN Small Business Event Series, delivering 10 events across the Wheatbelt that connected local businesses with industry experts, practical advice and networking opportunities.

Month	Location
February 2025	Wyalkatchem
March 2025	Wongan Hills
April 2025	Chittering
May 2025	Merredin
June 2025	Northam
July 2025	Beverley
August 2025	Bruce Rock
September 2025	Kulin
October 2025	Williams
November 2025	Northam



Photo: Wheatbelt Business Network Small Business Conference in Northam, November 2025.

- **Avon–Midland Peri-Urban Partnership (AMP-UP):** Developing a scope of work for an economic development strategy to guide long-term growth across the Avon–Midland peri-urban region.
- **Leadership Impact Program:** Engaging with the Australian Rural Leadership Foundation in developing the Community Impact Program, with five Wheatbelt leaders selected to attend the National Impact Forum in Mildura.

Local Content Adviser Network

Established in 2018, the Local Content Adviser Network connects government, industry and local businesses to increase participation in local and State supply chains. In 2025–26, the Commission's Local Content Adviser supported local businesses through:

- **Business engagement:** Engaged with 62 Wheatbelt businesses and strengthened relationships with local governments, chambers of commerce and industry.
- **Buyer engagement:** Worked with 24 government and industry buyers to promote local suppliers and increase awareness of Wheatbelt business capability.
- **Business information:** Maintained an active project register and delivered 12 Tender Update newsletters, increasing subscriptions by 84 per cent.
- **Capability building:** Supported 93 businesses to participate in events and capability-building activities, and referred 33 businesses to specialist support services.

Case Study: Ensuring communities benefit from the renewable energy transition

Where: Shires of Dandaragan, Victoria Plains, Narrogin and West Arthur

Sub-Region: Wheatbelt South, Central Midlands and Central Coast

Completion Date: Ongoing

The Commission is helping shape how renewable energy investment delivers lasting benefits for regional communities.

Setting the framework

In March 2026, the State Government released the *Community Benefits Guideline for Large-scale Renewable Energy Projects in the South West Interconnected System* (SWIS) (the Guideline) in response to growing renewable energy development across Western Australia.

The Guideline outlines how contributions from large-scale renewable energy projects should be invested through Community Benefits Plans.

Developed with input from local governments, Traditional Owners, community organisations, industry and residents, Community Benefits Plans identify local priorities and direct funding towards projects that deliver lasting community benefits.

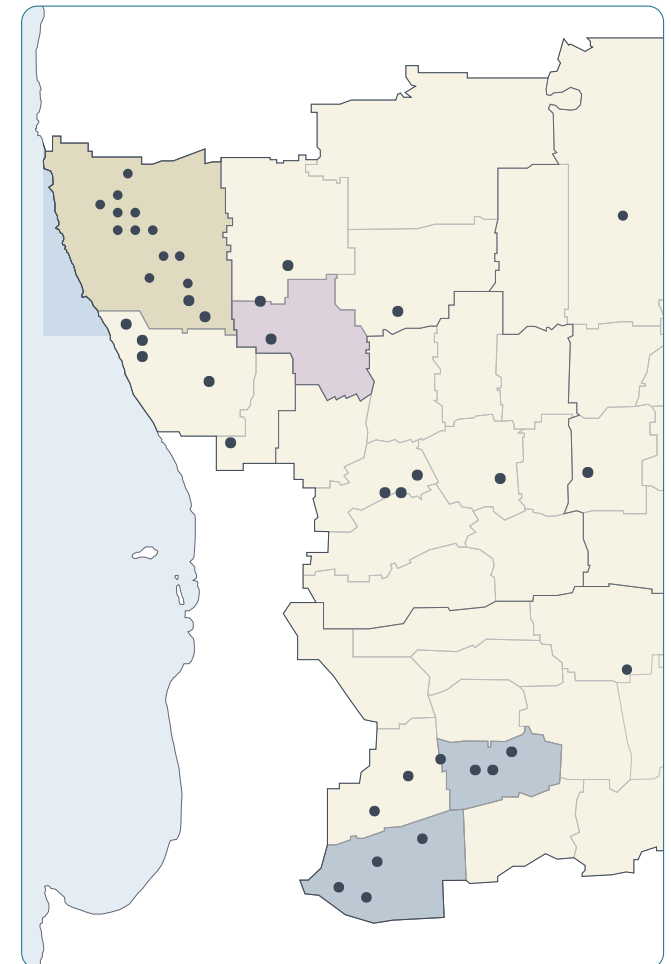
Putting it into practice

The Wheatbelt was selected to host the Community Benefits Plan Pilot, with the Shires of Dandaragan, Victoria Plains, Narrogin and West Arthur participating. The Commission is supporting PoweringWA to work with local communities to develop the plans and ensure benefits funding aligns with locally identified priorities.

The pilot will test the approach across communities with different renewable energy development profiles, helping refine the framework before it is rolled out more broadly across the State.



To learn more about the Guideline and the pilot program, visit stateofenergy.wa.gov.au or scan the QR code.



Pilot local government areas (LGAs) highlighted: Dandaragan, Victoria Plains, Narrogin and West Arthur. Dots represent renewable energy project locations.

Goal #4

Support and grow sustainable resource management and energy generation practices and projects across the region.

Renewable energy

During 2025–26, the Commission continued to work with government, industry and local governments to support coordinated planning, strengthen regional engagement and maximise local benefits through:

- **Priority renewable energy projects:** Supporting the progression of four Wheatbelt wind farms recognised as Priority Projects under the *State Development Act 2025*.
- **Regional engagement:** Participating in renewable energy forums, information sessions and industry events to strengthen collaboration and support coordinated regional planning.



Photo: The Commission hosts an information table at PoweringWA's Shire of Dandaragan Community Information Session in June 2026.

Sustainable resource management

Sustainable management of the Wheatbelt's natural resources supports resilient communities, industry and long-term economic growth. In 2025–26, the Commission advocated for strategic water security and resource management initiatives, including:

- **Community Water Supplies Partnerships Program:** Supported \$1.13 million in funding for water infrastructure and planning projects across 15 Wheatbelt local governments and regional organisations, strengthening water security, resilience and sustainable water management across the region.
- **State Biofuels Strategy:** Contributed to the development of the strategy through engagement with DPIRD.



Scan the QR code to find out more about the **Community Water Supplies Partnerships program**.

Case Study: Wheatbelt Regional Drought Resilience Plan

In 2025–26, the Commission finalised the **Wheatbelt Regional Drought Resilience Plan**, delivering the first coordinated roadmap to strengthen drought resilience across the Wheatbelt's 42 local governments.

Developed through consultation with more than 470 people representing over 250 organisations, the plan identifies priority actions to improve water security, strengthen communities and industries, protect the environment, and guide future investment across the region.

Prepared through the Australian Government's Regional Drought Resilience Planning Program, supported by the Future Drought Fund, the plan provides a shared framework for governments, industry and communities to prepare for future drought.



Learn more and read the plan at wheatbelt.wa.gov.au, or by scanning the QR code.

Strategic Objective 2

Enhance regional living standards

The Commission strengthens regional living standards by connecting people, evidence and partnerships to enable sustainable and resilient communities.

Strategic Goals

Build, hold and share regional intelligence regarding liveability and living standards.

Page 27

Support innovative delivery and governance models associated with community services and facilities.

Page 28

Improve digital connectivity across the region.

Page 30

Plan for, and support initiatives and programs that deliver housing outcomes across the region.

Page 31

Promote the liveability and economic contribution of the Wheatbelt.

Page 33

Goal #1**Build, hold and share regional intelligence regarding liveability and living standards****Building regional intelligence**

In 2025–26, the Commission worked with RDCs and partner agencies to develop and share data, research and strategic insights, including:

- **Energy Infrastructure and Major Project Tracker:** Partnered with the RDCs and WARDA to maintain a statewide map of major energy and infrastructure projects.



View the **Energy Infrastructure and Major Project Tracker** by scanning the QR code.

- **Economic and Construction Industry Snapshots:** Contributed to the development of regional Economic and Construction Industry Snapshots through the RDCs Data Group, strengthening the evidence base for planning and policy.
- **Economic Diversification in the Wheatbelt: Emerging Opportunities for Growth:** Partnered with the Bankwest Curtin Economics Centre to identify opportunities to diversify the Wheatbelt economy, supporting future regional planning and investment.

Sharing regional intelligence

Throughout 2025–26, the Commission shared regional intelligence with local governments, industry and community stakeholders to build a shared understanding of the Wheatbelt's opportunities, challenges and emerging priorities.

In 2025-26, the Commission presented at:

- Wheatbelt Futures Forum
- Bringing Dowerin Downtown
- Shire of Chittering Business Breakfast
- Shire of Toodyay AROC Induction Session
- Shire of Dandaragan Business Forum
- Avon-Midland Zone, Central Country Zone and Great Eastern Country Zone meetings



Photo: A/CEO Renee Manning presents at the 2026 Wheatbelt Futures Forum.

Case Study: Wheatbelt Futures Forum

In 2025–26, the Commission was a platinum sponsor of the Wheatbelt Futures Forum, delivered by the Wheatbelt Business Network and Northam Chamber of Commerce.

Held in Northam on 1 May 2026, the event attracted more than 160 attendees from business, government and industry to share insights on the Wheatbelt's economy, infrastructure, housing, renewable energy and health.

The program included an address by the Hon Stephen Dawson MLC, Minister for Regional Development, helping build a shared understanding of the region's opportunities and future liveability.

By bringing together stakeholders from across the Wheatbelt, the event strengthened collaboration and supported informed regional decision-making.

Goal #2

Support innovative delivery and governance models associated with community services and facilities.

Service planning and delivery

During 2025-26, the Commission worked with regional partners to plan and support innovative approaches to delivering community services and facilities, including:

- **Central East Accommodation and Care Alliance (CEACA):** Supported planning for 54 new aged care accommodation units in the Central East, including funding a cost-benefit analysis to support State and Federal Government funding applications.

CEACA at a glance

Established in **2012** to improve housing and aged care outcomes across the Central East.

Partnership of **11** local governments.

Provides **65** community homes across 10 Wheatbelt shires.

Supports **affordable housing** for older people, people living with disability and other eligible community members.

- **Living Well in the Wheatbelt:** Funded the development of an implementation plan to guide delivery of the strategy.



View Living Well in the Wheatbelt at wheatbelt.wa.gov.au or by scanning the QR code.



Partnership and governance

The Commission strengthened partnerships and governance arrangements to improve the coordination and delivery of community services, including:

- **Preventive health:** Supported the delivery of the Regional Preventive Health Roundtable in Northam and presented on Living Well in the Wheatbelt.
- **Food Action Groups:** Supported early planning that contributed to a successful \$538,318 grant awarded to Amity Health and Edith Cowan University to deliver Food Action Groups across the Wheatbelt and Great Southern.

- **Wheatbelt Beyond Youth Mentoring:** Sponsored the 2026 mentoring camp, attended by 130 students and mentors, supporting the program's work to connect Wheatbelt young people with positive role models, build confidence and strengthen pathways to future opportunities.



Case Study: Expanding childcare capacity in Moora

Where: Shire of Moora

Sub-Region: Central Midlands

Completion Date: July 2025

A \$48,500 RED Grant helped establish Magic Cottage Moora, expanding access to early childhood education and care while supporting workforce participation and addressing a critical community need.

Meeting a growing community need

Moora has long experienced a shortage of childcare, with existing services operating at capacity and unable to meet demand from local families. Limited access to childcare created barriers for parents and carers, particularly women, seeking to enter or return to the workforce, while also affecting the town's ability to attract and retain workers.

Recognising the need for additional childcare services, Stegosaurus Pty Ltd partnered with the Shire of Moora to establish Magic Cottage Moora within the Moora Early Childhood Development Precinct.

Investing in community infrastructure

Through Round 6 of the RED Grants program, Magic Cottage Moora received \$48,500 to support the establishment of a new childcare centre.

Completed in July 2025, the project created a modern early learning facility that exceeded its original targets. The centre is licensed to provide 28 childcare places each day, significantly increasing childcare capacity within the community.

Supporting workforce participation

The project created 10 local jobs and established 15 traineeships for staff completing nationally recognised early childhood qualifications, helping build a skilled local workforce and strengthening the long-term sustainability of childcare services in the region.

By increasing access to quality childcare, the project is enabling more parents and carers to participate in the workforce, supporting local businesses to attract and retain employees, and improving liveability for families considering Moora as a place to live and work.



Goal #3

Improve digital connectivity across the region

Reliable digital infrastructure supports businesses, communities and essential services across the Wheatbelt. During 2025–26, the Commission remained engaged with government and industry on digital connectivity initiatives across the region, including:

- **Automatic Transfer Unit (ATU) Pilot Deployment Program:** Continued engagement with DPIRD, DFES and WALGA on the rollout of the ATU Generator Program.
- **National Broadband Network (NBN):** Maintained engagement with NBN Co on fibre rollout planning in Merredin, with installation expected to commence in late 2026.
- **Strategic engagement:** Monitored the progress of Wheatbelt projects under the Regional Roads Australia Mobile Program, Mobile Black Spot Program, Regional Connectivity Program, Mobile Network Hardening Program and Digital Farm Grants.

Case Study: Strengthening digital connectivity in Williams

Where: Shire of Williams

Sub-Region: Wheatbelt South

Completion Date: April 2026

Through Round 7 of the RED Grants Program, CRISP Wireless received \$80,000 to construct a new telecommunications tower near Williams.

The project expanded the regionally based provider's network into an area previously without CRISP coverage, providing a new high-speed internet option for local businesses, agricultural properties and residents.

The solar-powered tower, with 72 hours of battery backup, improves network reliability during power outages and extends connectivity across a broader area west of Williams, helping address a key barrier to business productivity and regional liveability.

Within its first three months of operation, the project created one full-time job, attracted new customers and generated additional revenue, with further growth expected as the network expands.



Goal #4

Plan for, and support initiatives and programs that deliver housing outcomes across the region

Strategic planning

The Commission worked with regional partners to identify housing priorities and build the evidence base needed to support future investment, including:

- **Regional housing planning:** Completed Town Action Plans for NEWROC and WEROC local governments to identify housing priorities and guide future public and private investment.

Town Action Plans

Town Action Plans highlight where new housing can be built and the planning, infrastructure and other actions needed to make it happen. They provide a roadmap for future housing projects and help LGAs respond to changing housing needs.

- **Housing needs assessments:** Supported the Shire of York to develop the scope for a housing needs assessment.
- **Crown land for housing:** Worked with the DPLH and local governments to identify Crown land opportunities to facilitate housing development.

Housing investment and delivery

The Commission supported initiatives to increase the supply of housing and accommodation across the Wheatbelt, including:

- **Key worker housing:** Progressed construction of four additional key worker homes at the Mortlock Gardens precinct in Northam.
- **Commonwealth Housing Support Program:** Supported housing projects funded through the Australian Government's Housing Support Program, following the Wheatbelt securing \$32.8 million through Streams 1 and 2.



Photo: Work underway on Edmond Street Housing Development in Calingiri, Shire of Victoria Plains.

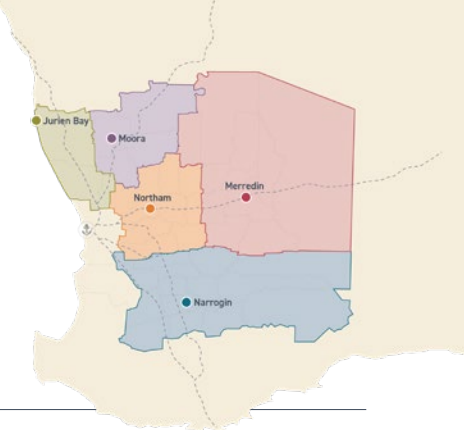
“[We] have witnessed firsthand the value of the Wheatbelt Development Commission when it comes to partnering with the community to increase access to quality housing.”

*Respondent
2024–25 Stakeholder Survey*

Regional partnerships

The Commission continued to work with regional organisations and government agencies to strengthen housing investment and improve coordination across the region, including:

- **Regional housing business cases:** Supported the development of business cases and cost-benefit analyses to strengthen investment proposals for priority housing projects.
- **Regional Housing Support Fund:** Contributed to the review of the State Regional Housing Support Fund to broaden eligibility and improve access for regional housing projects.



Construction and housing snapshot

↑ **13.9%**

\$299.2M building approval value¹

Up from \$262.7M in FY2023–24

↑ **38.6%**

463 residential dwelling approvals¹

Up from 334 in FY2023–24

↑ **30.6%**

\$216.5 residential approval value¹

Up from \$165.7 in FY2023–24

↑ **27.3%**

\$420,000 median house price²

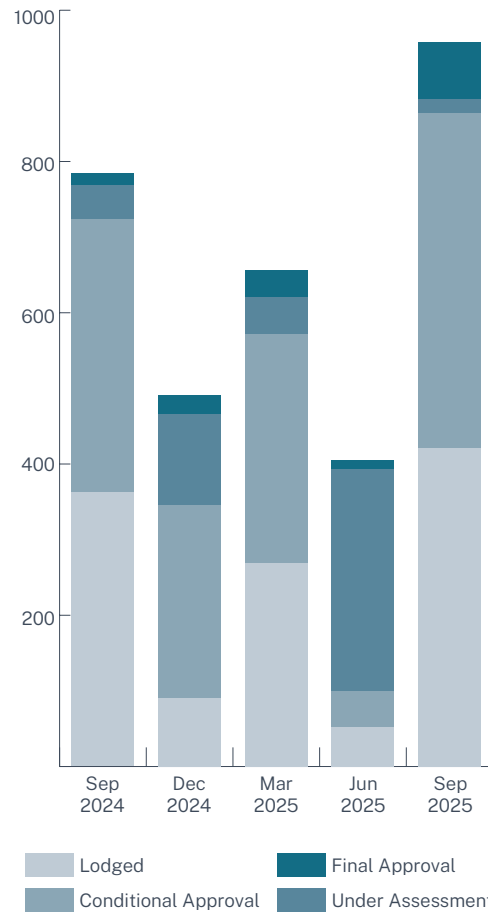
Up from \$330,000 in FY2023–24

↑ **31.8%**

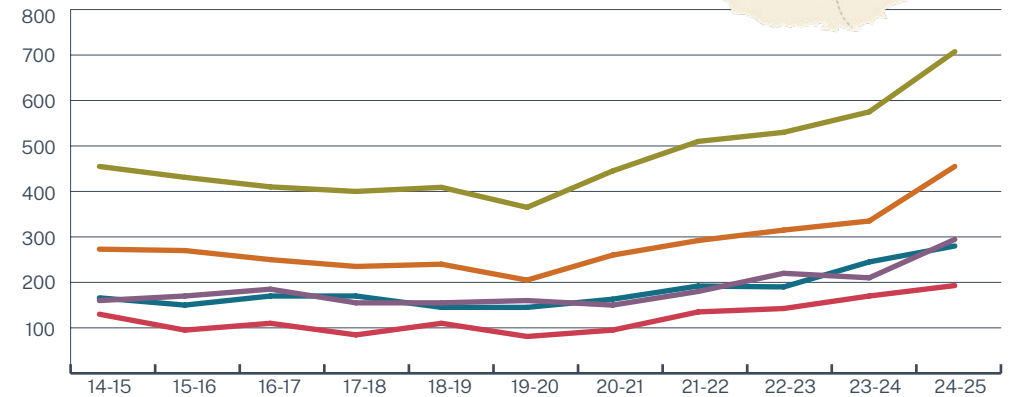
\$488/week median rent²

Up from \$370/week in FY2023–24

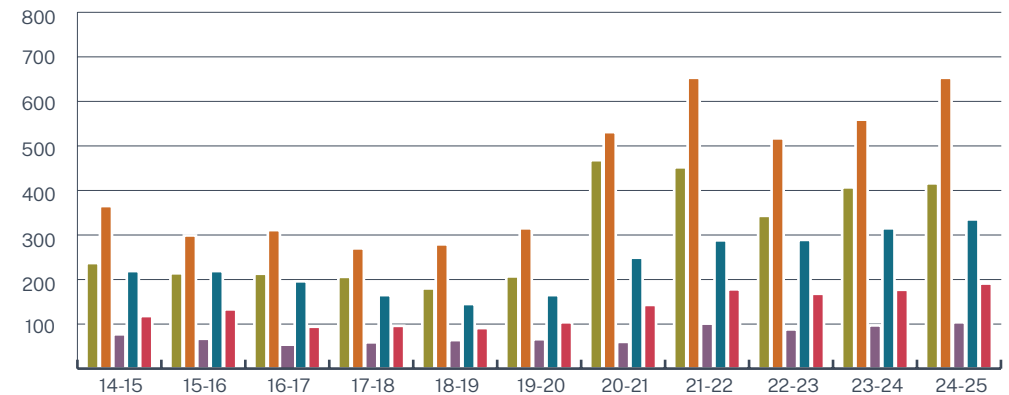
State lot activity - Wheatbelt³



Median house price (\$'000)³



Residential property sales³



References

¹ Australian Bureau Of Statistics (February 2026) Building Approvals FY & M2M - Small Area LGA Data Consolidated

² Landgate Sales Evidence Data -WARDA Customised Reporting July 2015-Current (Extract As At 13 January 2026)

³ Department Of Planning, Lands & Heritage WA (September 2025) -State Lot Activity June 2017-Sep 2025

Goal #5**Promote the liveability and economic contribution of the Wheatbelt**

Throughout 2025–26, the Commission participated in a range of events, forums and industry activities to promote the Wheatbelt's liveability, strengthen partnerships and showcase the region's economic opportunities.

Presented at **Bringing Dowerin Downtown**, highlighting the Wheatbelt's economic contribution to more than 600 attendees.



2025 JULY

Sponsored the **Newdegate Machinery Field Days**, showcasing the Wheatbelt to more than 11,000 attendees and 380 exhibitors.



AUGUST

Hosted the **Governor of Western Australia and Mrs Dawson** during a visit to the Wheatbelt, showcasing the region's communities and opportunities.



SEPTEMBER

Promoted opportunities in Narrogin during **The Narrogin Horizon** event with the Narrogin Chamber of Commerce and TAFE.



OCTOBER

Joined discussions with **WALGA Zone Chairs and Minister Winton** on Wheatbelt priorities and opportunities.



DECEMBER

2026



Launched the **Wheatbelt Business News Edition**, with a combined print and digital readership of over 63,000.



Shared the Wheatbelt perspective on renewable energy during a regional panel discussion at **AgZero: Electrify Ag 25**.



Presented the economic contribution of the Central Coast sub-region at the **Shire of Chittering Business Breakfast**.



Celebrated the opening of the **Badgingarra Motors** and workshop extension, supported through the RED Grants Program.



Presented on the Wheatbelt's role and opportunities to new AROC councillors at the **Shire of Toodyay**.



Showcased the Wheatbelt's opportunities during the **Director General of the Department of the Premier and Cabinet's** visit.

Growing our digital reach in 2025-26

58,100

Social Media Impressions

30,507

Website Page Views

20,451

Website Sessions

21,695

Linkedin Impressions

3,772

Total Followers

Presented on the Central East sub-region's economic contribution at the **Made in the Eastern Wheatbelt Forum**.



Highlighted renewable energy career opportunities at Narrogin's **Renewable Energy Discover Event**.



Hosted the **Hon Sabine Winton, Minister for Wheatbelt**, during a visit to Merredin to showcase regional opportunities.



Hosted the **Wheatbelt State Budget Breakfast** in York with Hon Sabine Winton, Minister for Wheatbelt.



Presented on the Wheatbelt's renewable energy opportunities at the **Shire of Dandaragan Business Forum**.



2026

JANUARY

FEBRUARY

MARCH

APRIL

MAY

JUNE

2026



Supported the **TAFE Wheatbelt Major Awards**, celebrating the region's skilled workforce and future talent.



Represented the Wheatbelt at the **WA Clean Energy Summit**, promoting regional renewable energy opportunities.



Showcased the Wheatbelt's renewable energy sector during a visit by the **Hon Amber-Jade Sanderson, Minister for Energy and Decarbonisation**.



Hosted the **Hon Stephen Dawson, Minister for Regional Development**, showcasing regional priorities in Narrogin and Jurien Bay.



Sponsored the **Moondyne Festival** in Toodyay, promoting tourism and attracting more than 5,000 visitors.

Strategic Objective 3

Increase Aboriginal participation in the regional economy

The Commission supports Aboriginal economic participation by strengthening partnerships, creating opportunities and removing barriers to increase Aboriginal involvement in the regional economy.

Strategic Goals

Support Aboriginal economic opportunities arising from the SW Native Title Settlement as a significant economic development package.

Page 36

Support Aboriginal economic participation and unlock barriers for opportunities to grow participation.

Page 37



Wheatbelt Development Commission staff and Noongar Kaartijin Aboriginal Corporation representatives at the Boyagerring Yarning Circle in Toodyay.

Goal #1**Support Aboriginal economic opportunities arising from the SW Native Title Settlement as a significant economic development package.****Building partnerships and business capability**

During 2025-26, the Commission supported Aboriginal economic development through a range of initiatives including:

- **GKB Impact:** Establishing a working relationship to identify opportunities for Aboriginal economic development across the Wheatbelt.

GKB Impact

GKB Impact is the economic development arm of Gnaala Karla Booja Aboriginal Corporation. It was established to create economic opportunities for Noongar people through business development, employment, partnerships and community-led initiatives.

- **Noongar Chamber of Commerce and Industry:** Partnered to share government and private sector procurement opportunities with Aboriginal businesses.
- **Keedac Aboriginal Corporation:** Supported preparation for State Government tender opportunities and connected the organisation with business advisory services.

Supporting investment and local benefits

The Commission also supported Aboriginal organisations to maximise economic opportunities associated with major regional projects, including:

- **Local content:** Engaged with regional buyers from the Department of Health (DoH) and the Department of Biodiversity, Conservation and Attractions (DBCA) to identify procurement opportunities for Aboriginal businesses.



Photo: Atmos Renewables signs a Relationship Agreement with Yued Aboriginal Corporation. Photo credit: Atmos Renewables

Case Study: Creating lasting benefits through partnership

A significant milestone during 2025-26 was the signing of a Relationship Agreement between Yued Aboriginal Corporation and Atmos Renewables for the Parron Maam Marrang Wind Farm.

The Commission supported Yued Aboriginal Corporation throughout the development of opportunities associated with the project, helping to maximise long-term economic benefits for the organisation.

The agreement is expected to deliver approximately \$4 million in direct benefits to Yued Aboriginal Corporation, alongside up to \$30 million in contracting opportunities over the life of the project.

The agreement demonstrates how partnerships can create lasting economic opportunities for Aboriginal communities.



You can read more about the agreement by visiting atmosrenewables.com.au or by scanning the QR code.

Goal #2

Support Aboriginal economic participation and unlock barriers for opportunities to grow participation.

Building business and workforce opportunities

During 2025–26, the Commission supported Aboriginal economic participation by:

- Partnering with **Morgul and Many Rivers** to strengthen business capability and expand capacity-building opportunities for Aboriginal businesses.
- Working with Neoen to maximise Aboriginal employment opportunities through the **Muchea Battery project**.
- Facilitating introductions for **Upskill Global** to regional stakeholders, supporting the establishment of mentoring programs in Northam and Moora, including the recruitment of a Wheatbelt-based mentor.
- Investing through Round 8 of the RED Grants program to support Aboriginal-owned businesses, including funding for **Yued Aboriginal Corporation** to establish an Aboriginal-owned maintenance business and **Noongar Land Enterprise Group** to expand honey production and access new markets.

Case Study: Creating spaces for culture and community

Where: Shire of Toodyay

Sub-Region: Avon

Completion Date: April 2026

The Commission supported Noongar Kaartdijin Aboriginal Corporation to deliver Stage 2 of the Kura-Yey-Kalyakoorl (Past, Present, Future) Project.

The project delivered a yarning circle and shade structure for cultural gatherings, workshops and community events, along with six educational stations representing the Noongar six seasons and a fire pit within a natural amphitheatre for storytelling and knowledge sharing.

The completed project provides a lasting community asset that celebrates Noongar culture, supports education and community engagement, and creates opportunities for Aboriginal-led cultural activities.



Stay up to date with the **Noongar Kaartdijin Aboriginal Corporation** on Facebook by scanning the QR code.



Photo: Top: Shade structure and yarning circle. Bottom: One of the six seasonal learning stations, Bunuru, representing the Noongar season of adolescence.

Strategic Objective 4

Organisational excellence

The Commission delivers organisational excellence by fostering trusted partnerships and maintaining strong governance, systems and processes that support effective regional development.

Strategic Goals

Develop and retain collaborative and trusted partnerships in regional development

Page 39

As an organisation, lead by example demonstrating effective organisational governance, systems, processes and behaviours.

Page 41



Goal #1**Develop and retain collaborative and trusted partnerships in regional development****Building regional partnerships**

The Commission strengthened relationships with local government, Aboriginal organisations and the business community to support collaboration and regional development.

- **Supporting local government:** Attended meetings of the Avon-Midland Zone, Central Country Zone and Great Eastern Country Zone, engaging with all 42 Wheatbelt local governments between June and October 2025.



of **Wheatbelt local governments** engaged with between June 2025 and October 2025

- **Supporting small business:** Continued to work closely with the Wheatbelt Business Network to support business growth, collaboration and regional economic development.
- **Supporting Aboriginal partnerships:** Continued engagement with Aboriginal organisations, including Yued Aboriginal Corporation, Ballardong Aboriginal Corporation and Gnaala Karla Booja Aboriginal Corporation, to strengthen relationships and support Aboriginal economic participation.

State Government engagement

The Commission represented the Wheatbelt across State Government, ensuring regional priorities informed policy, planning and investment decisions.

- **Ministerial engagement:** Supported Ministerial visits to the Wheatbelt, maintained regular engagement with Ministerial offices and provided timely regional advice and information on key initiatives and priorities.
- **State Fuel Supply Controller:** Supported the secondment of the Chief Executive Officer to the Department of Energy and Economic Diversification to undertake the role of State Fuel Supply Controller.
- **Whole-of-government collaboration:** Maintained strong working relationships with agencies including the Department of Energy and Economic Diversification, Department of Water and Environmental Regulation, PoweringWA and other State Government partners to advocate for regional priorities.

Regional partnerships

During 2025–26, the Commission participated in the following partnerships, committees, working groups and advisory groups:

- Avon-Midland Peri-Urban Partnership
- AvonWest Working Group
- Central East Accommodation and Care Alliance
- Electric Vehicle Charging Infrastructure Steering Committee
- Noongar Economic Participation Steering Committee
- Northern Growth Alliance
- Wheatbelt District Leadership Group
- Wheatbelt Regional Drought Resilience Plan Steering Committee
- Wheatbelt Secondary Freight Network Steering Committee
- Small Business Development Corporation Wheatbelt Reference Group

What our stakeholders told us

2025–26 Stakeholder Survey

“Nothing but good experiences with the Commission. They are always really amenable.”



“Really easy to work with, transparent and communicative.”



“The Commission’s leadership in developing the Living Well in the Wheatbelt Strategy was exceptional.”



“They have the right conversations with the right people.”



“They have been supportive [...] and helpful in the renewable energy and community benefit space.”

“They have been very supportive of small business and the Wheatbelt Business Network [...] helping businesses stay connected.”



“We have witnessed firsthand the value of the Commission when it comes to partnering with the community [...]”



“The Commission was enormously important. Crucial.”

Goal #2

As an organisation, lead by example demonstrating effective organisational governance, systems, processes and behaviours.

Governance and accountability

The Commission continued to strengthen its governance, risk management and financial accountability to support effective decision-making and organisational performance, including:

- **Internal audit:** Implemented actions arising from the 2025–26 Internal Audit to strengthen organisational controls and governance.
- **Risk management:** Updated the Commission's Risk Management Framework and Risk Register following an independent review by RiskWest, and commenced the FARM Effectiveness Review.
- **Governance frameworks:** Progressed the Integrity Framework, Privacy and Responsible Information Sharing (PRIS) requirements and review of Commission policies.
- **Financial management:** Completed the Financial Management Manual, prepared for the Office of the Auditor General audit and progressed end-of-financial-year reporting.
- **Performance and accountability:** Completed the annual stakeholder survey to inform continuous improvement and organisational performance.

Organisational capability

The Commission maintained a capable and resilient organisation by supporting workforce planning, leadership continuity and staff development, including:

- **Leadership and workforce:** Completed the Board nomination process and maintained operational continuity during the Chief Executive Officer's secondment.
- **Staff capability:** Continued mandatory training and Work Maps and supported access to professional development through the State Government Skills Academy.
- **Information management:** Continued planning with DPIRD for migration to the Objective Enterprise Content Management system to strengthen records management and information governance.



4. Financials and Legal

Auditor General Report



Auditor General

INDEPENDENT AUDITOR'S REPORT

2026

Wheatbelt Development Commission

To the Parliament of Western Australia

Report on the audit of the financial statements

Opinion

I have audited the financial statements of the Wheatbelt Development Commission (Commission) which comprise:

- the statement of financial position as at 30 June 2026, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended
- notes comprising a summary of material accounting policies and other explanatory information.

In my opinion, the financial statements are:

- based on proper accounts and present fairly, in all material respects, the operating results and cash flows of the Commission for the year ended 30 June 2026 and the financial position as at the end of that period
- in accordance with Australian Accounting Standards (applicable to Tier 2 Entities), the *Financial Management Act 2006* and the Treasurer's Instructions.

Basis for opinion

I conducted my audit in accordance with the Australian Auditing Standards. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of my report.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Other matter – prior period financial statements not audited

The financial statements of the Commission for the year ended 30 June 2025 was dispensed under section 14 of the *Auditor General Act 2006*. Consequently, the corresponding figures are unaudited. My opinion is not modified in respect of this matter.

Responsibilities of the Board for the financial statements

The Board is responsible for:

- keeping proper accounts

- preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards (applicable to Tier 2 Entities), the *Financial Management Act 2006* and the Treasurer's Instructions
- such internal control as it determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board is responsible for:

- assessing the entity's ability to continue as a going concern
- disclosing, as applicable, matters related to going concern
- using the going concern basis of accounting unless the Western Australian Government has made policy or funding decisions affecting the continued existence of the Commission.

Auditor's responsibilities for the audit of the financial statements

As required by the *Auditor General Act 2006*, my responsibility is to express an opinion on the financial statements. The objectives of my audit are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.

A further description of my responsibilities for the audit of the financial statements is located on the Auditing and Assurance Standards Board website. This description forms part of my auditor's report and can be found at https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf.

Report on the audit of controls

Opinion

I have undertaken a reasonable assurance engagement on the design and implementation of controls exercised by the Commission. The controls exercised by the Commission are those policies and procedures established to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities have been in accordance with the State's financial reporting framework (the overall control objectives).

In my opinion, in all material respects, the controls exercised by the Commission are sufficiently adequate to provide reasonable assurance that the controls within the system were suitably designed to achieve the overall control objectives identified as at 30 June 2026, and the controls were implemented as designed as at 30 June 2026.

The Board's responsibilities

The Board is responsible for designing, implementing and maintaining controls to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property and the incurring of liabilities are in accordance with the *Financial Management Act 2006*, the Treasurer's Instructions and other relevant written law.

Auditor General's responsibilities

As required by the *Auditor General Act 2006*, my responsibility as an assurance practitioner is to express an opinion on the suitability of the design of the controls to achieve the overall control objectives and the implementation of the controls as designed. I conducted my engagement in accordance with Standard on Assurance Engagements *ASAE 3150 Assurance Engagements on Controls* issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements and plan and perform my procedures to obtain reasonable assurance about whether, in all material respects, the controls are suitably designed to achieve the overall control objectives and were implemented as designed.

An assurance engagement involves performing procedures to obtain evidence about the suitability of the controls design to achieve the overall control objectives and the implementation of those controls. The procedures selected depend on my judgement, including an assessment of the risks that controls are not suitably designed or implemented as designed. My procedures included testing the implementation of those controls that I consider necessary to achieve the overall control objectives.

I believe that the evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Limitations of controls

Because of the inherent limitations of any internal control structure, it is possible that, even if the controls are suitably designed and implemented as designed, once in operation, the overall control objectives may not be achieved so that fraud, error or non-compliance with laws and regulations may occur and not be detected. Any projection of the outcome of the evaluation of the suitability of the design of controls to future periods is subject to the risk that the controls may become unsuitable because of changes in conditions.

Report on the audit of the key performance indicators

Opinion

I have undertaken a reasonable assurance engagement on the key performance indicators of the Commission for the year ended 30 June 2026 reported in accordance with the *Financial Management Act 2006* and the Treasurer's Instructions (legislative requirements). The key performance indicators are the Under Treasurer-approved key effectiveness indicators and key efficiency indicators that provide performance information about achieving outcomes and delivering services.

In my opinion, in all material respects, the key performance indicators report of the Commission for the year ended 30 June 2026 is in accordance with the legislative requirements, and the key performance indicators are relevant and appropriate to assist users to assess the Commission's performance and fairly represent indicated performance for the year ended 30 June 2026.

Other matter – prior period key performance indicators not audited

The key performance indicators audits of the Commission for the years ended 30 June 2023 and 30 June 2025 were dispensed under section 14 of the *Auditor General Act 2006*. Consequently, the results for financial year 2022-23 and 2024-25 are unaudited. My opinion is not modified in respect of this matter.

The Board's responsibilities for the key performance indicators

The Board is responsible for the preparation and fair presentation of the key performance indicators in accordance with the *Financial Management Act 2006* and the Treasurer's Instructions and for such internal controls as the Board determines necessary to enable the preparation of key performance indicators that are free from material misstatement, whether due to fraud or error.

In preparing the key performance indicators, the Board is responsible for identifying key performance indicators that are relevant and appropriate, having regard to their purpose in accordance with Treasurer's Instruction 3 Financial Sustainability – Requirement 5 Key Performance Indicators.

Auditor General's responsibilities

As required by the *Auditor General Act 2006*, my responsibility as an assurance practitioner is to express an opinion on the key performance indicators. The objectives of my engagement are to obtain reasonable assurance about whether the key performance indicators are relevant and appropriate to assist users to assess the Commission's performance and whether the key performance indicators are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. I conducted my engagement in accordance with Standard on Assurance Engagements ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information* issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements relating to assurance engagements.

An assurance engagement involves performing procedures to obtain evidence about the amounts and disclosures in the key performance indicators. It also involves evaluating the relevance and appropriateness of the key performance indicators against the criteria and guidance in Treasurer's Instruction 3 - Requirement 5 for measuring the extent of outcome achievement and the efficiency of service delivery. The procedures selected depend on my judgement, including the assessment of the risks of material misstatement of the key performance indicators. In making these risk assessments, I obtain an understanding of internal control relevant to the engagement in order to design procedures that are appropriate in the circumstances.

I believe that the evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

My independence and quality management relating to the report on financial statements, controls and key performance indicators

I have complied with the independence requirements of the *Auditor General Act 2006* and the relevant ethical requirements relating to assurance engagements. In accordance with ASQM 1 *Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements*, the Office of the Auditor General maintains a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Other information

Those charged with governance is responsible for the other information. The other information is the information in the entity's annual report for the year ended 30 June 2026, but not the financial statements, key performance indicators and my auditor's report.

My opinions on the financial statements, controls and key performance indicators do not cover the other information and accordingly I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, controls and key performance indicators my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and key performance indicators or my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I did not receive the other information prior to the date of this auditor's report. When I do receive it, I will read it and if I conclude that there is a material misstatement in this information, I am required to communicate the matter to those charged with governance and request them to correct the misstated information. If the misstated information is not corrected, I may need to retract this auditor's report and re-issue an amended report.

Matters relating to the electronic publication of the audited financial statements and key performance indicators

This auditor's report relates to the financial statements and key performance indicators of the Commission for the year ended 30 June 2026 included in the annual report on the Commission's website. The Commission's management is responsible for the integrity of the Commission's website. This audit does not provide assurance on the integrity of the Commission's website. The auditor's report refers only to the financial statements, controls and key performance indicators described above. It does not provide an opinion on any other information which may have been hyperlinked to/from the annual report. If users of the financial statements and key performance indicators are concerned with the inherent risks arising from publication on a website, they are advised to contact the Commission to confirm the information contained in the website version.



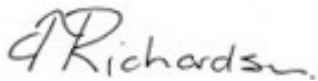
Carly Meagher
Senior Director Financial Audit
Delegate of the Auditor General for Western Australia
Perth, Western Australia
24 July 2026

Certification of Financial Statements

For the financial year ended 30 June 2026

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

At the date of signing we are not aware of any circumstances which would render the particulars included in the financial statements misleading or inaccurate.



Cindy Richardson
Chief Financial Officer
24 July 2026



Renee Manning
Acting Chief Executive Officer
24 July 2026



Robyn Sermon
Chair of the Board
24 July 2026

Contents

Financial Statements..... 48

Statement of Comprehensive Income.....	48
Statement of Financial Position.....	49
Statement of Changes in Equity.....	50
Statement of Cash Flows.....	51

Notes to the financial statements 52

1. Basis of preparation	52
2. Use of Our Funding	53
2.1. (a) Employee benefits expenses	53
2.1. (b) Employee related provisions.....	54
2.2. Grants and subsidies.....	55
2.3. Other expenditure	56
3. Our Funding Sources	57
3.1. Income from State Government.....	57
3.2. Other income.....	57
4. Right-of-use assets	58
5. Other Assets and Liabilities.....	59
5.1. Receivables.....	59
5.2. Amounts receivable for services (Holding Account).....	59
5.3. Payables	59
6. Financing.....	60
6.1. Lease Liabilities.....	60

6.2. Cash and cash equivalents	61
6.3. Capital commitments	61
7. Financial instruments and Contingencies	62
7.1. Financial Instruments	62
7.2. Contingent assets and liabilities.....	62
8. Other Disclosures.....	63
8.1. Events occurring after the end of the reporting period.....	63
8.2. Key management personnel	63
8.3. Related party transactions.....	64
8.4. Related bodies	64
8.5. Affiliated bodies.....	64
8.6. Special purpose accounts	64
8.7. Remuneration of auditors	64
8.8. Supplementary financial information.....	64
8.9. Explanatory statement	64

Statement of Comprehensive Income

As at 30 June 2026

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

	Notes	2026 \$'000	2025 \$'000
COST OF SERVICES			
Expenses			
Employee benefits expenses	2.1(a)	1,810	1,655
Supplies and services	2.3	391	441
Depreciation and amortisation expense	4	8	6
Finance costs		1	-
Grants and subsidies	2.2	151	184
Other expenses	2.3	86	215
Total cost of services		2,447	2,501
Income			
Other income	3.2	14	131
Total income		14	131
NET COST OF SERVICES		2,433	2,370
Income from State Government			
Income from other public sector entities	3.1	818	858
Resources received	3.1	1,650	1,696
Total income from State Government		2,468	2,554
SURPLUS FOR THE PERIOD		35	184
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD		35	184

Statement of Financial Position

As at 30 June 2026

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

	Notes	2026 \$'000	2025 \$'000
ASSETS			
Current Assets			
Cash and cash equivalents	6.2	389	372
Receivables	5.1	99	14
Total Current Assets		488	386
Non-Current Assets			
Amounts receivable for services	5.2	99	99
Right-of-use assets	4	57	6
Total Non-Current Assets		156	105
Total Assets		644	491
LIABILITIES			
Current Liabilities			
Payables	5.3	78	13
Lease liabilities	6.1	10	6
Employee related provisions	2.1(b)	108	135
Total Current Liabilities		196	154
Non-Current Liabilities			
Lease liabilities	6.1	47	-
Employee related provisions	2.1(b)	29	-
Total Non-Current Liabilities		76	-
Total Liabilities		272	154
Net Assets		372	337
EQUITY			
Contributed equity		75	75
Accumulated surplus		297	262
Total Equity		372	337

Statement of Changes in Equity

For the year ended 30 June 2026

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

	Contributed equity \$'000	Accumulated surplus \$'000	Total equity \$'000
BALANCE AT 1 JULY 2024	75	78	153
Surplus	-	184	184
Other comprehensive income	-	-	-
Total comprehensive income for the period	-	184	184
Balance at 30 June 2025	75	262	337
BALANCE AT 1 JULY 2025	75	262	337
Surplus	-	35	35
Other comprehensive income	-	-	-
Total comprehensive income for the period	-	35	35
Balance at 30 June 2026	75	297	372

Statement of Cash Flows

For the year ended 30 June 2026

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

	Notes	2026 \$'000	2025 \$'000
CASH FLOWS FROM STATE GOVERNMENT			
Funds from other public sector entities		818	858
Net cash provided by State Government		818	858
<i>Utilised as follows:</i>			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee benefits		(370)	(307)
Supplies and services		(262)	(168)
Finance costs		(1)	-
Grants and subsidies		(151)	(184)
GST payments on purchases		(26)	(23)
Other payments		(5)	(168)
Receipts			
GST receipts from taxation authority		14	19
Other receipts		8	119
Net cash used in operating activities		(793)	(712)
CASH FLOWS FROM FINANCING ACTIVITIES			
Payments			
Principal elements of lease payments		(8)	(7)
Net cash used in financing activities		(8)	(7)
Net increase in cash and cash equivalents		17	139
Cash and cash equivalents at the beginning of the period		372	233
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD	6.2	389	372

Notes to the financial statements

1. Basis of preparation

The Wheatbelt 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 24 July 2026.

Statement of compliance

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

The *Financial Management Act 2006* (the Act) and *Treasurer’s Instructions*, which are legislative provisions governing the preparation of financial statements for agencies, take precedence

over Australian Accounting Standards Board pronouncements. Where an AASB announcement is modified and has had a significant financial effect on the reported results, details of the modification and the resulting financial effect are disclosed in the notes to the financial statements.

Basis of preparation

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

Accounting of Goods and Services Tax (GST)

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

- (a) amount of GST incurred by the 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
- (b) receivables and payables are stated with the amount of GST included.

Cash flows are included in the Statement of cash flows on a gross basis. However, the GST components of cash flows arising from investing and financing activities which are recoverable from, or payable to, the ATO are classified as operating cash flows.

Contributed equity

Interpretation 1038 *Contributions by Owners Made to Wholly-Owned Public Sector Entities* requires transfers in the nature of equity contributions, other than as a result of a restructure of administrative arrangements, as designated as contributions by owners (at the time of, or prior to, transfer) be recognised as equity contributions. Capital appropriations have been designated as contributions by owners by *TI 8-Requirement 8.1(i)* and have been credited directly to Contributed Equity.

Comparative information

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

- Right-of-Use Asset reconciliations.

Judgements and estimates

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

2. Use of Our Funding

Expenses incurred in the delivery of services

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

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

2.1. (a) Employee benefits expenses

	2026 \$'000	2025 \$'000
Employee benefits	1,599	1,475
Superannuation - defined contribution plans	200	171
Other related expenses	11	9
Total employee benefits expenses	1,810	1,655
Add: AASB 16 Non-monetary benefits	4	7
Total employee benefits	1,814	1,662

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

Superannuation: The amount recognised in profit or loss of the Statement of Comprehensive Income comprises employer contributions paid to the superannuation funds as nominated by the employee.

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.

In previous years, resources received free of charge from 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)), and accrued salaries (Note 5.3) relate solely to the Chief Executive Officer, who is the Commission's only employee.

2.1. (b) Employee related provisions

	2026 \$'000	2025 \$'000
Current		
<u>Employee benefits provisions</u>		
Annual leave	29	33
Long service leave	77	100
	106	133
<u>Other provisions</u>		
Employment on-costs	2	2
Total current employee related provisions	108	135
Non-Current		
<u>Employee benefits provisions</u>		
Long service leave	29	-
Total non-current employee related provisions	29	-
Total employee related provisions	137	135

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

Annual leave liabilities: Classified as current as there is no unconditional right to defer settlement for at least 12 months after the reporting period. The provision for annual leave is calculated at the present value of expected payments to be made in relation to services provided by employees up to the reporting date.

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

Pre-conditional and conditional long service leave provisions are classified as non-current liabilities because the Commission has the 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 expenditure, Note 2.3 (apart from the unwinding of the discount (finance cost))' and are not included as part of the Commission's 'employee benefits expense'. The related liability is included in 'Employment on-costs provision'.

	2026 \$'000	2025 \$'000
Employment on cost provision		
Carrying amount at start of period	2	2
Additional/(reversals of) provisions recognised	-	-
Carrying amount at end of period	2	2

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.

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

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

2.2. Grants and subsidies

	2026 \$'000	2025 \$'000
Recurrent		
Non-Public organisations	119	165
Public sector organisations	1	10
Local Government agencies	31	9
Total recurrent grants and subsidies	51	184

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.

2.3. Other expenditure

	2026 \$'000	2025 \$'000
Supplies and services^(a)		
Board fees	82	83
Communications	19	13
Professional fees	219	264
Consumables	29	31
Travel	22	24
Other	20	26
Total supplies and services expense	391	441
Other expenses^(a)		
Audit fees	35	-
Building and infrastructure maintenance	7	11
Internal audit fees	15	15
Vehicle usage	29	24
Refund of revenue from prior years	-	146
Other expenses	-	19
Total other expenses	86	215
Total other expenditure	477	656

(a) In previous years, resources received free of charge from 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.

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

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

3. Our Funding Sources

How we obtain our funding

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

	Notes
Income from State Government	3.1
Other income	3.2

3.1. Income from State Government

	2026 \$'000	2025 \$'000
Income received from other public sector entities during the period:		
Department of Primary Industries and Regional Development -operational funding	804	858
Department of Energy and Economic Diversification -salary recoups	14	-
Total income from other public sector entities	818	858
Resources received from other public sector entities during the period:		
Services received free of charge ^(a)	1,650	1,696
Total resources received	1,650	1,696
Total income from State Government	2,468	2,554

(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 Commissions Act 1993. See Note 2.3 Other expenditure.

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

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

3.2. Other income

	2026 \$'000	2025 \$'000
Other sundry income	2	16
Return of unspent grant monies	2	115
Total other income	4	131

4. Right-of-use assets

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

	Vehicles \$'000	Total \$'000
Carrying amount at beginning of period	6	6
Additions	59	59
Depreciation	(8)	(8)
Net carrying amount as at end of period	57	57

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.

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.

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.

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

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

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.

5. Other Assets and Liabilities

This section sets out those assets and liabilities that arose from the Commission's controlled operations and includes other assets utilised for economic benefits and liabilities incurred during normal operations:

	Notes
Receivables	5.1
Amounts receivable for services	5.2
Payables	5.3

5.1. Receivables

	2026 \$'000	2025 \$'000
GST receivable	18	6
Other debtors	81	8
Total current receivables	99	14

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

5.2. Amounts receivable for services (Holding Account)

	2026 \$'000	2025 \$'000
Non-current balance at end of period	99	99

Amounts receivable for services represents the non-cash component of service appropriations. It is restricted in that it can only be used for asset replacement or payment of leave liability.

Amounts receivable for services are considered not impaired (i.e. there is no expected credit loss of the Holding Account).

5.3. Payables

	2026 \$'000	2025 \$'000
Trade payables	16	6
Accrued expenses	53	-
Accrued salaries	9	7
Total current payables	78	13

Payables are recognised at the amounts payable when the Commission becomes obliged to make future payments as a result of a purchase of assets or services. The carrying amount is equivalent to fair value, as settlement is generally within 15-20 days.

Accrued salaries represent the amount due to staff but unpaid at the end of the reporting period. Accrued salaries are settled within a fortnight after the reporting period. The Commission considers the carrying amount of accrued salaries to be equivalent to its 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
Cash and cash equivalents	6.2
Capital commitments	6.3

6.1. Lease Liabilities

	2026 \$'000	2025 \$'000
Current	10	6
Non-current	47	-
	57	6

Initial measurement

At the commencement date of the lease, the Commission recognises lease liabilities measured at the present value of lease payments to be made over the lease term. 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.

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.

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

6.2. Cash and cash equivalents

	2026 \$'000	2025 \$'000
Total cash and cash equivalents – non-restricted	389	372

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.

6.3. 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	389	372
Financial assets at amortised cost ^(a)	180	107
Total financial assets	569	479
Financial liabilities		
Financial liabilities at amortised cost ^(b)	135	19
Total financial liabilities	135	19

(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:

	2026	2025
Compensation band (\$)		
Compensation of members of the accountable authority		
50,001 -60,000	1	1
10,001 -20,000	1	-
0 -10,000	4	7
Compensation of senior officers (\$)		
250,001 -300,000	-	1
200,001 -250,000	2	-
150,001 -200,000	1	2
50,001 -100,000	1	-
	2026 \$'000	2025 \$'000
Total compensation for members of the accountable authorities and senior officers (including superannuation)	783	734

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 \$35,000 (2025: \$nil). The Auditor General has dispensed with the audit for the year ended 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

For the financial year ended 30 June 2026

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



Robyn Sermon

Chair of the Board
24 July 2026



Renee Manning

Acting Chief Executive Officer
24 July 2026

Detailed information in support of key performance indicators

Service Description and Relationship to Government Goals

The Wheatbelt Development Commission delivers the Regional Development service to encourage and promote opportunities to increase investment, attract and retain population, and grow the economy of the Wheatbelt region.

This service includes:

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

These services contribute to the Commission's Government Desired Outcome by supporting sustainable economic growth, improving regional liveability, strengthening partnerships and encouraging investment across the Wheatbelt. In doing so, the Commission also supports the delivery of the Western Australian Government's goals of diversifying the economy, creating local jobs for the future, and supporting local regional communities to thrive.

Government Goal	Desired Outcome	Service
WA Jobs Plan: Diversifying the WA economy, creating local jobs for the future.	Encourage and promote opportunities to increase investment, attract and retain population, and grow the economy of the Wheatbelt region.	Regional Development
Safe, Strong, and Fair communities: Supporting our local regional communities to thrive		

Key Effectiveness Indicator

The key effectiveness indicator measures the extent to which the Commission is effective and makes a positive contribution to the economic and social development of the Wheatbelt region. The Commission's effectiveness in achieving its government desired outcome is measured by undertaking an annual survey of key clients and stakeholders. This survey is conducted by an independent market research company.

Stakeholders were identified, comprising of Local, State and Commonwealth agencies, as well as private entities and non-government agencies. A total of 84 survey responses were obtained from this client contact list (a response rate of 65%), giving a maximum standard error ratio of +/- 6.1% at the 95% confidence level.

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

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

Key Effectiveness Indicator:	Actual 2023	Actual 2024	Actual 2025	Target 2026	Actual 2026
Percentage of clients satisfied with the Commission making a positive contribution to the economic development of the region.	92%	91%	86%	90%	86%

Detailed information in support of key performance indicators

Service: Regional Development

Key Efficiency Indicator: Average cost per hour

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 following table records the total cost of services per hour as an audited key efficiency indicator.

Key Efficiency Indicator	Actual 2023	Actual 2024	Actual 2025	Target ³ 2026	Actual 2026
Average cost ¹ per hour ²	\$114	\$103	\$117	\$113	\$116

The Commission's budget is directed to numerous output focused projects supporting the economic and social development of the Wheatbelt region. The commission continually seeks external funding sources and networking partners to enhance projects scope and effectiveness.

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

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

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

Comments

The total hours worked were 9% under target and total operating expenses were 2% below target resulting in the average cost per hour being 2% above target.

Other statutory information

Ministerial directions

No Ministerial directives were received during the financial year.

Other financial disclosures

Pricing policies of services provided

The Commission does not charge for its services, brochures and publications.

Capital works

Capital works Capital projects incomplete

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

Capital projects complete

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

Employment and industrial relations

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

Staff Profile	2026	2025
Full-time permanent	1	1
Full-time contract	0	0
Part-time measured on an FTE basis	0	0
On secondment	0	0
Temporary	0	0
TOTAL	1	1

Staff development

In 2025-26, the Commission invested in building the skills and capability of our team through a comprehensive staff development program. This included access to a range of online training resources, interactive workshops and in-person training sessions tailored to regional priorities. Staff also participated in accredited programs, ensuring they gain nationally recognised qualifications that strengthen both individual career pathways and organisational expertise.

Workers' compensation

There were no workers' compensation claims during 2025-26.

Other legal requirements

Act of Grace payments

The Wheatbelt Development Commission made no Act of Grace payments during the 2025-26 financial year.

Unauthorised use of credit cards

Credit cards may be issued to officers for purchasing goods and services for the Commission where warranted. No unauthorised use of this facility was recorded during the 2025-26 financial year.

Advertising, market research, polling and direct mail expenditure

Section 175ZE of the *Electoral Act 1907* requires public agencies to report details of expenditure to organisations providing services in relation to advertising, market research, polling, direct mail and media advertising. The Wheatbelt Development Commission incurred the following expenditures over the 2025-26 financial year:

Expenditure	Organisation	Amount (\$)	Total (\$)
Advertising	Nil	Nil	Nil
Market research	Perth Market Research	4,600.00	4,600.00
Polling	Nil	Nil	Nil
Direct mail	Nil	Nil	Nil
Media advertising	Merredin CRC	72.73	20,928.91
	WA Newspapers Ltd	382.00	
	Northern Valley News	268.18	
	Northam Chamber of Commerce	206.00	
	Business News Pty Ltd	20,000.00	
Grand total			25,528.91

Disability Access and Inclusion Plan outcomes

The Wheatbelt Development Commission is committed to promoting an inclusive environment that allows all people to access our services and facilities. The Commission is included under the umbrella of DPIRD's Disability Access and Inclusion Plan 2024-29. This plan is designed to ensure all people are considered in all Commission activities and services, and ensure access to Commission events, information, buildings and facilities. It also ensures all people receive equitable services and opportunities to participate in Commission activities.

The Wheatbelt Development Commission is committed to achieving the following seven outcomes outlined in the DPIRD Disability Access and Inclusion Plan 2024-29:

- People with disability have the same opportunities as other people to access the services of, and any events organised by the Wheatbelt Development Commission.
- People with disability have the same opportunities as other people to access the buildings and other facilities of the Wheatbelt Development Commission.
- People with disability receive information from the Wheatbelt Development Commission in a format that will enable them to access the information as readily as other people are able to access it.
- People with disability receive the same level and quality of service from Wheatbelt Development Commission staff as other people receive.
- People with disability have the same opportunities as other people to make complaints to the Wheatbelt Development Commission.
- People with disability have the same opportunities as other people to participate in any public consultation by the Wheatbelt Development Commission.
- People with disability have the same opportunities as other people to obtain and maintain employment with the Wheatbelt Development Commission.

The Plan will be communicated to the community, agents and contractors and department and Regional Development Commission staff via publication on the internet, intranet and by email. A copy of the DPIRD Disability Access and Inclusion Plan 2024-2029 is available on the Commission's website and the DPIRD website and intranet.

Compliance with public sector standards and ethical codes

The Wheatbelt Development Commission has had no compliance issues during the 2025-26 financial year regarding the Public Sector Standards, the WA Code of Ethics or the internal Code of Conduct.

The Commission's Code of Conduct and policy suite forms part of Board and Staff induction requirements to ensure all new starters are aware of their responsibilities. To ensure staff remain observant of the Public Sector Standards and WA Code of Ethics, regular mandatory Code of Conduct training is completed. The Board maintains a schedule to review internal policies to ensure continued compliance with Public Sector Commission requirements.

Recordkeeping plans

In accordance with the State Records Act 2000, the Wheatbelt Development Commission has a Record Keeping Plan consistent with State Records Commission Standard 2, Principle 6. Policies relating to record keeping and computer management are reviewed biennially and updated if required, in line with current operational and compliance requirements.

New employees are required to complete a mandatory online Record Keeping Awareness training module in DPIRD's electronic learning management system as part of their induction. The course gives an overview of the record keeping policies and practices implemented by the Commission and DPIRD, with a requirement for staff to re-sit the module every two years. Face-to-face records management training is provided when onboarding new employees to ensure they are familiar with the Commission's record keeping practices.

Workforce inclusiveness requirements

The Commission is committed to a diverse and inclusive workplace, as research shows agencies that value diversity and inclusion achieve greater staff satisfaction, better customer service outcomes and improved decision making. The workforce is more connected, motivated, and productive.

Government policy requirements

Work, health and safety

The Commission is committed to providing a safe and healthy environment in its workplaces in accordance with the Work Health and Safety Act 2020. The Commission has a suite of policies to support safe workplace practices, which form part of the Board and Staff induction. The Commission reports regularly to the Board on work, health and safety matters.

The Commission's offices are co-located with DPIRD's offices and comply with the Department's Work, health and safety policies and procedures.

Work, health, safety and injury management

The Commission is committed to assisting injured workers in their return to work as soon as medically appropriate and adheres to the requirements of the Worker's Compensation and Injury Management Act 2023 in the event of a work-related injury. In such instances, the Commission will make provisions for injured workers, including an Injury Management System and Return to Work Program.

	Target 2024-25	Actual 2024-25	Target 2025-26	Actual 2025-26
Number of fatalities	0	0	0	0
Lost time injury/disease incidence rate	0	0	0	0
Lost time injury and/or disease incidence rate	0	0	0	0
Lost time injury and/or disease severity rate	0	0	0	0
Percentage of injured workers returned to work	0	0	0	0
i) Within 13 weeks	n/a	n/a	n/a	n/a
ii) Within 26 weeks	n/a	n/a	n/a	n/a
Percentage of managers trained in occupational safety, health and injury management responsibilities	Greater than 80%	100%	Greater than 80%	100%

Board and committee remuneration

Board remuneration

Position title	Member name	Type of remuneration	Period of membership	Term of appointment / tenure	Base salary / sitting fees	Gross /actual remuneration for financial year
Chair	Robyn Sermon	Stipend	12 months	01/11/2023 - 31/10/2026	\$47,250 per annum	\$47,099.00
Deputy Chair	Oral McGuire	Stipend & sitting fees	12 months	09/04/2020 - 08/04/2026 *	\$5,000 per annum + \$790 per full day / \$513 per half day	\$12,021.56
Board Member	Shane Kay	Sitting fees	12 months	29/04/2022 - 30/06/2028	\$680 per full day / \$422 per half day	\$4,408.00
Board Member	Rosemary Madacsi	Sitting fees	12 months	15/04/2024 - 31/12/2025 *	\$680 per full day / \$422 per half day	\$5,346.00
Board Member	Tony O’Gorman	Sitting fees	12 months	15/04/2024 - 31/12/2029	\$680 per full day / \$422 per half day	\$4,666.00
Board Member	Lucy Hall	Sitting fees	12 months	01/03/2025 - 28/02/2028	\$680 per full day / \$422 per half day	\$4,244.00
Total:						\$77,784.56

*As per the *Regional Development Commissions Act 1993*, Schedule 2, Part 1 (2), an appointed member, continues in office until a successor comes into office, even though the term for which the member was appointed may have expired.

Finance Audit Risk Management Sub-committee remuneration

Position title	Member name	Type of remuneration	Period of membership	Term of appointment / tenure	Base salary / sitting fees	Gross /actual remuneration for financial year
Independent Chair	Chris Antonio	Sitting fees	12 months	25/09/2024 – 30/04/2027	\$461 per full day / \$312 per half day	\$624.00
Member	Rosemary Madacsi	Sitting fees	12 months	13/06/2024 – 31/12/2025 *	\$312 per full day / \$208 per half day	\$208.00
Member	Lucy Hall	Sitting fees	12 months	09/05/2025 – 28/02/2028	\$312 per full day / \$208 per half day	\$208.00
Total:						\$1,040.00

*As per the *Regional Development Commissions Act 1993*, Schedule 2, Part 1 (2), an appointed member, continues in office until a successor comes into office, even though the term for which the member was appointed may have expired.

WA Multicultural Policy Framework

The Wheatbelt Development Commission is participating in DPIRD's Multicultural Plan 2021-26. The plan outlines tangible ways in which the Commission will work to achieve policy priorities, outcomes and strategies of the WA Multicultural Policy Framework for the Culturally and Linguistically Diverse (CaLD) community of Western Australia.

5. Appendices

Appendix A: Small Grants Election Commitments 2021

Recipient	Project Description	Amount
Marsupial Mammals and Pappas	Wildlife Care - nets	\$2,000
Bejoording Volunteer Bushfire Brigade	Tables and chairs	\$2,500
Divine You	Solar Panels and Double Glazed door	\$5,000
Wundowie Mens Shed	Solar Panels and Plasma Cutter	\$7,000
Morangup Progress Association	Cement Water Tank	\$15,000
Popanyinning Progress Association	Recreation Ground - Permanent Shelter	\$15,000
Stryka Fight Team	Mobile Mixed Martial Arts Safety Enclosure	\$20,000
Merredin Men's Shed	Forklift	\$20,000
Beverley Off Road Motorsport Association	Ablution Facilities Upgrade	\$20,000
Ocean Farm Community and Recreation Association	Kitchen Upgrade	\$20,000
Shire of Wickelup	All weather Honour Roll	\$24,000
RSL Northam Sub-Branch	Vietnam Memorial, Kitchen Upgrade and Memorabilia Display	\$25,000
Shire of Pingelly	Town Hall Refurbishment - Arts and Tourist Space	\$25,000
Wheatbelt Health Network	Humans of the Wheatbelt - Second Edition	\$25,000
Narrogin Cottage Homes	Karinya Aged Hostel - Entrance Upgrade	\$27,000
Jurien Bay Sport and Recreation Centre	Portable Stage	\$30,000
York Arts and Events Inc	York Arts Centre - Development	\$30,000
Goomalling Farmers Club	Club Roof Replacement	\$30,000
Shire of Narrogin	Narrogin Airport - Patient Transfer Facility	\$30,000
Western Trails Alliance	Wheatbelt Cycling Collective - Cycling Trail Infrastructure	\$34,000

Recipient	Project Description	Amount
Northam Theatre Group Inc	Link Theatre Northam -Refurbishment	\$40,000
Bindoon Entertainment, Arts & Theatre	Bindoon Hall -Sound and Light Upgrades	\$40,000
Wagin Historical Village Museum	Display Pavilion Extension and Upgrade	\$40,000
Shire of Brookton	Brookton Old Railway Station -refurbishment	\$40,000
Project Gingin	Granville Park Weir -Upgrades Gingin Community Notice Board Project	\$50,000
Shire of Merredin	Merredin Water Tank -Refurbishment	\$50,000
Goomalling Football Club	Install Water Tanks	\$50,000
River Conservation Society	York Environmental Discovery Centre -Facility Upgrades	\$60,000
Wagin Frail Aged	Waratah Lodge -Compliance Software and Clinical Monitoring Systems	\$60,000
Northam Country Club	Northam Country Club -Storage Facility	\$60,000
Wyalkatchem CBH Agricultural Museum Inc	Display Shed Expansion	\$80,000
Wundowie Progress Association	Wundowie Labour Heritage -Museum and Heritage Walk	\$80,000
Hyden Tourist Development Co	Hyden Tourist Development Company -Vehicle Display Facility	\$80,000
Central Midlands Speedway Association	Moora Speedway -Safety Fence and Track Lighting	\$100,000
Shire of Toodyay	Toodyay Memorial Hall Upgrade Newcastle Park Amenities -Stage 1	\$100,000
RSL Toodyay Sub-Branch	RSL Sub-Branch Toodyay -Clubrooms Development	\$100,000
Shire of Northam	Northam Railway Station Precinct -Platform Refurbishment	\$120,000
Shire of Chittering	Chittering Junior Cricket Club -Contribution to New Sports Pavilion	\$150,000
Shire of Northam	Bilya Koort Boodja -Cultural Interactive Experience	\$150,000
Shire of Narrogin	Narrogin Regional Leisure Centre -Hockey Grounds Lighting	\$165,000
Jurien Bay Country Golf Club	Golf Course Reticulation	\$200,000

Appendix B: Small Grants Election Commitments 2025

Recipient	Project Description	Amount
Shire of Brookton	Brookton Railway Station -Restoration Project	\$200,000
Western Australian Police and Community Youth Centres	Northam PCYC -Equipment	\$100,000
Shire of Northam	Northam Recreation Precinct Fencing Upgrade	\$30,000
Shire of Merredin	Merredin Recreation Centre -facility upgrades	\$300,000
Arts Narrogin Incorporated	Narrogin Arts -Upgrades	\$40,000
Divine You Inc	Divine You Narrogin -Upgrades	\$20,000
Narrogin Repertory Club Incorporated	Narrogin Repertory Club -Upgrades	\$28,000
Shire of Chittering	Lower Chittering Youth and Community Hub	\$230,000
Jurien Bay Progress Association Incorporated	Jurien Bay Progress Association -equipment	\$60,000
Shire of Gingin	Gingin Heritage Trail -upgrades	\$130,000
Goomalling Farmers Club Inc	Goomalling Farmers Club -Disabled Access Bathroom Upgrade	\$20,000
Noongar Kaartdijin Aboriginal Corporation	Noongar Kaartdijin Aboriginal Corporation -Kura-Yey-Kalyakoorl (Past, Present, Future Project) - Stage 2	\$40,000
Calingiri Football Club	Calingiri Football Club -Electronic Display Board	\$50,000
River Conservation Society Inc.	Gogulyar Bilya Environmental Discovery Centre	\$140,000
RSL Northam Sub Branch	Northam RSL - Admin Building Refurbishment	\$15,000
Northam Toy Library	Northam Toy Library -equipment	\$20,000
Shire of Pingelly	Pingelly Sports Ground -Lighting	\$70,000
Shire of Toodyay	Shire of Toodyay -Newcastle Park Amenities	\$100,000
Shire of York	York Town Hall -remediation works	\$200,000

Appendix C: Image Credits

Unless otherwise stated, image credits are listed in reading order, from left to right and top to bottom, for each page.

Page	Description	Credit
Page 4	Close-up of mature barley crop	James Ahlberg
Page 4	Aerial view of mining operations	Shane McLendon
Page 4	Multi-storey building under construction	Tolu Olubode
Page 4	Person welding steel frame at DomeShelter manufacturing facility, Northam	WDC
Page 4	Healthcare staff collaborating at Northam Hospital, Northam	WACHS
Page 4	Harvesting kale at a vegetable farm	WDC
Page 4	Nurses caring for a patient at a Wheatbelt hospital	WACHS
Page 4	Facilitator leading a workshop	Centre for Ageing Better
Page 4	Connie Yarran with a community member	WACHS
Page 4	Barista preparing a coffee at Est 1978, Narrogin	WDC
Page 4	Aerial view of Edna May Gold Mine, Westonia	TourismWA
Page 7	Cover of Business News Wheatbelt Edition	Business News
Page 7	Behind the scenes during filming of <i>Shipwreck Hunters</i> Season Two	Screenwest
Page 7	His Excellency the Honourable Chris Dawson, Governor of Western Australia and Mrs Dawson during their visit to the Wheatbelt	Government House
Page 7	Minister Dawson and Minister Winton at the New Norcia Ground Station	WDC
Page 7	Director General of the Department of the Premier and Cabinet visits Evoke Living Homes	WDC
Page 7	Regional Development Officer, Louise Moore with Katie Leeder from Northam Toy Library	WDC
Page 8	Round 4 RED Grants recipients Richard and Jenny from Living Farm	WDC
Page 8	Aerial view of the Taste of Chittering event site	Taste of Chittering
Page 8	Collgar Wind Farm, Merredin	TourismWA

Page	Description	Credit
Page 8	Minister Winton and Minister Sanderson at Collgar Wind Farm, Merredin	WDC
Page 8	Hon Sabine Winton, Minister for Wheatbelt at the Wheatbelt State Budget Breakfast, York	Angie Roe Photography
Page 8	Wheatbelt Development Commission Board members in Narrogin	WDC
Page 19	Tracking antennas at the European Space Agency's New Norcia Ground Station	European Space Agency
Page 20	His Excellency the Honourable Chris Dawson, Governor of Western Australia, Mrs Dawson and CEO Rob Cossart, Northam	Government House
Page 21	AvonWest development, with Yilgarn Avenue on the left	WDC
Page 22	Mortlock Timber's automated end-matching machine	WDC
Page 22	Hon Sabine Winton, Minister for Wheatbelt visits Mortlock Timber	WDC
Page 23	Wheatbelt Business Network's Small Business Conference, Northam	Keoni Upton
Page 25	Local Content Adviser Emma Everett presents at The Narrogin Horizon, Narrogin	WDC
Page 26	Wild and Waste Free, Narrogin	WDC
Page 27	A/CEO Renee Manning presents at the Wheatbelt Futures Forum	Angie Roe Photography
Page 28	Wheatbelt and Beyond Youth Mentoring Camp 2026	Angie Roe Photography
Page 29	Inside of Magic Cottage Moora	Magic Cottage Moora
Page 30	Telecommunications tower, Williams	CRISP Wireless
Page 31	Work underway on Edmon Street Housing Development, Calingiri	Shire of Victoria Plains
Page 33	CEO Rob Cossart presents at Bringing Dowerin Downtown	John Koh
Page 33	His Excellency the Honourable Chris Dawson, Governor of Western Australia and Mrs Dawson attend Newdegate Machinery Field Days	Government House
Page 33	His Excellency the Honourable Chris Dawson, Governor of Western Australia and Mrs Dawson visit Narrogin	Government House
Page 33	Local Content Adviser Emma Everett presents at The Narrogin Horizon, Narrogin	WDC
Page 33	WALGA Zone Chairs and Minister Winton at Parliament House	WDC
Page 33	Cover of Business News Wheatbelt Edition	Business News
Page 33	A/CEO Renee Manning joins a panel discussion at AgZero: Electrify Ag 25	WDC

Page	Description	Credit
Page 33	CEO Rob Cossart attends Shire of Chittering's Business Breakfast	WDC
Page 33	Badgingarra Motors opening event	WDC
Page 33	CEO Rob Cossart and Principal Regional Development Officer Chris Sharples attend AROC Induction event, Toodyay	WDC
Page 33	Director General of the Department of Premier and Cabinet, Michael Carey, visits Evoke Living Homes, Northam	WDC
Page 33	Attendees at Made in the Eastern Wheatbelt Forum	WEROC
Page 33	Local Content Adviser Emma Everett speaks at Shire of Narrogin's Renewable Energy Discovery event	WDC
Page 33	Hon Sabine Winton, Minister for Wheatbelt visits Shire of Merredin	WDC
Page 33	Hon Sabine Winton, Minister for Wheatbelt presents at Wheatbelt State Budget Breakfast, York	Angie Roe Photography
Page 33	Principal Regional Development Officer Chris Sharples attends Shire of Dandaragan's Business Forum	WDC
Page 33	Principal Regional Development Officer Chris Sharples attends TAFE Wheatbelt Major Awards	Central Regional TAFE
Page 33	WA Clean Energy Summit	Clean Energy Council
Page 33	Hon Amber-Jade Sanderson, Minister for Energy and Decarbonisation visits Merredin	WDC
Page 33	Hon Stephen Dawson, Minister for Regional Development visits Narrogin	WDC
Page 33	Moondyne Festival, Toodyay	Farm Weekly
Page 35	Wheatbelt Development Commission staff and Noongar Kaartijin Aboriginal Corporation representatives, Toodyay	WDC
Page 36	Atmos Renewables signs a Relationship Agreement with Yued Aboriginal Corporation	Atmos Renewables
Page 37	Shade structure and yarning circle at the Boyagerring Yarning Circle	WDC
Page 37	One of the six seasonal learning stations, Bunuru, representing the Noongar season of adolescence	WDC



Postal Address

PO BOX 250
Northam WA 6401

Street Address

75 York Road
Northam WA 6401

Electronic

Email: info@wheatbelt.wa.gov.au
Website: wheatbelt.wa.gov.au
Telephone: (08) 9622 7222