



GOLDFIELDS-ESPERANCE DEVELOPMENT COMMISSION

ANNUAL REPORT 2025-26



ACKNOWLEDGEMENT OF COUNTRY

The Goldfields-Esperance Development Commission acknowledges the traditional custodians throughout the Goldfields-Esperance region and their continuing connection to the land, waters and community. We pay our respects to members of Aboriginal communities and their cultures, and to Elders both past and present.

Artwork by Rose Mitchell at Judumul Cultural Hub

WELCOME TO OUR REGION

For thousands of years, Aboriginal and Torres Strait Islander peoples have welcomed visitors to their Country as part of their cultural practices.

A Welcome, which gives permission to visitors to be on their Country, is delivered through spoken language, song, dance, and at times a smoking ceremony. Adopting the practice of a Welcome to Country by Traditional Owners or custodians of the land, or an Acknowledgement of Country by non-Aboriginal people, demonstrates our recognition and our commitment to culturally safe and inclusive ways of working. **As a continuation of GEDC's commitment to our reconciliation journey, we have our Acknowledgement to Country currently translated into ten of the 17 Aboriginal languages of our region.**

We thank the Goldfields Aboriginal Language Centre and the language custodians for their contribution to this resource. Locations of languages are approximate and may not be based on traditional locations.

TJUPAN

GEDC-tula yurrulykula yilta ngaarla parnananu. Goldfields-Esperance region mantangkaya nyinanyi kapi, ngurra, parnaya kanyinyi. Respect-pala nintilku yiltajanalarti, Tjukurrpala janampa respect-amulku. Elders-tila respect nintilku, elders kuwarrija, elders-jaya yanu wantingu nganananya.

MARTU WANGKA

Ngurra lampaju kulinyila Nga Goldfields-pa kamu Esperance-pa Development Commission-lu kulinyi ngurra waljajarra pararra Goldfieldspakamu Esperance wana nyuntutinyi kurnu parna kapi kamu ngurra walja. Ngayutinyipa kuntala kanyininyi parlapiriku Martuku ngurra kamu kuruwarri kamu jilpi tuju juljujarnu kamu yungunku.

NGAANYATJARRA

Goldfields-Esperance Development Commission ninti ngurra kanyilpa Kawutjarra-ngurra. GEDC ninti purlkanya manta lipi, kapi puru ngurra. Pirni kurnta yanangu, yanangu pirni-lu ngurra walykumunu kanyinma puru lurrtjurring. Pirn-lu kurtarriwa ngayuku kutjurlping katja puru ngula puru kuwarring katja.



NOONGAR

Goldfields-Kepa Kurl djandjoo koorliny. Birdiya ka-ditjidjiny Noongar Moort boolarang Goldfields – Kepa Kurl boodjar wer baalabang ngadiny dandjoo yoodaniny Boodjar Kep wer Moort. Ngalak kadidjiny ngalang kootadjinong boola Moort-ak Ngalak kadidjiny ngalang koota-djinong boola moort-ak.

MADUWONGGA

Ruukulinu Ngurra Nangana The Goldfields-Esperance Development Commission ruukulinu ngurra kapi nangana nurraku, nurrapirni ngurra yungkarra nyinannyinangu mirringirringku nurraku jirtu tawarra nyinannyinan. Ngali-paka The Goldfields-Esperance Development Commission pukurlpa wangkatjapirni jirtu yamatjirrin nyalpapirni, ka-parlipirni tana kuwarri nyinan, tana pawurtu.

NGALIA

Goldfields-Esperance Development Commission ruukulilku Wangkatja pini Malpa, Anang tjuta ngurrara Goldfields-Esperance regiontjanu. Tjanalu tirtu kanyira parnaku, kapiku, ngurraku, tjanalu kuturtu kurti kanyira. Goldfields-Esperance Development Commission kuntawiya kulilku, nyakula, pukurlpa piniku kuwarri nyinarra, pukurlpa nyalpa piniku tiwa nyinangu. Palunya.

WANGKATJA

Yintaanku parna. Goldfields-Esperance Development Commission yintaa Yarnangu Goldfields-Esperance-ngku tjanaku tirtu kanyila parna, kapi ka ngurra. Ngali-paku kulila Yarnangu ka tjanaku Tjukurrpa; ka nalpa pirni wanka ka ngalpa piniku warrkanu.

PITJANTJATJARRA

Wirrurl kanyilpai ngurra ka palu jana lintinyi. Anangu tjutaku kanima ngurra wirruru muni kapi, ngurra. Anangu tjuta wirru ngurra kanyilpai ka tjilpi tjuta irriti tjana pukalpa nyinapai.

NGADJU

Ngadjungarra ngurra nguntu wamurti. Goldfields-Esperance Development Commission-nya ngadjungarra nguntu tartinyirri matayi wamurti pana katajala Goldfields-Esperance region mathulu tjukurrpa munjanguu pana, kapi and mathalu. Ngadjungarra nguntu tartiny matayi pana, tartiny ngaringin matayi yungarnkin matayi.

CUNDEELEE WANGKA

Parna-lipitja Kulira Watjarni. Kawultjarra-ngurra Itjaparantja Tjanala Tjungungku Atatjarra-kulira Kanyintjak-itja- nyinapayi, Kamitjantu panyangu Kamitjantu palya watjarni, wati minyma tjukurrpa kanyilpayinya tjananya, panya Kawultjarra-ngurra, Itjaparantala tjanala rawanguru nyinanyinara; parna, ngurra, kapimpa rawa nyina-nyinatja tjananya. Nganarna Kamitjantu, Arnanguku ngurrara winki palya watjarni kaltja kurlu; muni Yirna-tjarta, irrititja-mpa kuwarritja kurlu-kurlu.



WELCOME TO THE GOLDFIELDS-ESPERANCE DEVELOPMENT COMMISSION ANNUAL REPORT 2025-26

This Annual Report has been prepared by the GEDC and submitted to the Parliament of Western Australia as a summary of the past year's performance. It outlines the GEDC's strategic priorities and performance indicators, helping stakeholders and the community understand the decisions supporting economic outcomes across the Goldfields-Esperance region.

Ensuring our Annual Report is transparent and accurate is important to us. To share feedback or to request a printed copy of the report, please contact us by telephone (08) 9080 5000 or send us an email: info@gedc.wa.gov.au.

STATEMENT OF COMPLIANCE

For the year ended 30 June 2026



The Hon Stephen Dawson MLC
Minister for Regional Development

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 Goldfields-Esperance 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*.

The Goldfields-Esperance Development Commission is established under the *Regional Development Commissions Act 1993*. In the performance of our functions, we comply with all relevant laws and key legislation impacting on our operations including, but not limited to:

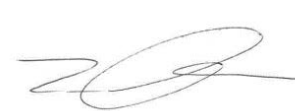
- *Regional Development Commissions Act 1993*
- *Auditor General Act 2006*
- *Disability Services Act 1993*
- *Equal Opportunity Act 1984*
- *Financial Management Act 2006*
- *Freedom of Information Act 1992*
- *Industrial Relations Act 1979*



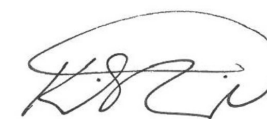
The Hon David Michael MLA
Minister for Goldfields-Esperance

- *Minimum Conditions of Employment Act 1993*
- *Public Sector Management Act 1994*
- *Salaries and Allowances Act 1975*
- *State Records Act 2000*
- *Procurement Act 2020*
- *Work Health and Safety Act 2020*

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



Terrence Winner
Chairperson
August 2026



Kris Starcevich
Chief Executive Officer
August 2026

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The Goldfields-Esperance region is geographically, economically and culturally diverse with significant opportunities across a range of dynamic industry sectors.

MESSAGE FROM THE CHAIR



I am pleased to present the Goldfields-Esperance Development Commission's (GEDC) Annual Report for the 2025-26 financial year.

This year marked an exciting chapter in regional development, as it is over 12 months since the establishment of dedicated Regional Ministers. The Honourable David Michael MLA was appointed to our region to work together with the Honourable Stephen Dawson MLC, Minister for Regional Development. We have witnessed first-hand that the Goldfields-Esperance region has a strengthened voice within Government, for the issues impacting our region.

The Goldfields-Esperance region continues to display the traits that make us unique – resilience to challenges, innovation, economic diversity and resourcefulness.

The region plays a significant global role in gold production, critical minerals and rare earths. We are not immune to the geo-political challenges arising internationally, whether from economic shifts or pressure on vital resources. However, the people of the Goldfields-Esperance region respond with solutions, creativity and an undeniable sense of initiative and innovation.

The GEDC continues to support and deliver key projects that ensure our region is well placed to unlock opportunities and respond to the unique needs of our communities.

Strategic Leadership and Regional Collaboration

We have continued to collaborate with community leaders to drive investment in infrastructure, support growth in emerging sectors and identify key initiatives. The GEDC has focused on delivering locally led projects, that matter on the ground.

We continue on a clear path forward, guided by the updated WA Regional Development Framework (February 2026), working across the following themes:

- Jobs
- Health
- Housing
- Community
- Environment
- Infrastructure and Services

Our collaborative efforts with local Governments, industry stakeholders and community organisations have been instrumental in advancing these priorities. Our strong relationships within State Government enables us to influence positive outcomes across various portfolios.

Celebrating Excellence in Reporting

We were honoured to receive the Gold Award at the WA Lonnie Awards for our 2024-25 Annual Report for the second year running. While awards are not the goal, recognition of GEDC's transparency, accountability and excellence in public sector communication reaffirms the value of sharing our story with purpose and clarity.

Acknowledging Our Team and Board

Our achievements are a testament to the dedication and expertise of the entire GEDC team, led by CEO Kris Starcevic, whose leadership and deep regional insight drives our impact. The team's commitment to excellence, innovation and collaboration continues to drive our success. I also extend my gratitude to my fellow Board members Tim Carmody, Jaimen Hudson, Sarsha Lander and Katrina Stubbs for their strategic insights and unwavering support. Our collective efforts ensure the Commission remains responsive to the evolving needs of our region.

I would also like to acknowledge outgoing Board member Tracey Rathbone. Joining the GEDC Board in early 2022, Tracey's dedication to the community was evident through her tireless advocacy for the region's development. Throughout her tenure she displayed unwavering professionalism and dedication as Deputy Chairperson and Chair of the Risk Management and Audit Committee and was an integral part of the GEDC Board.

With regional migration in Western Australia experiencing a significant boost, our state is leading national trends in people moving from capital cities to regional areas. This is driven by a desire for lifestyle changes, job opportunities and more affordable housing. In order to adapt to and welcome rising populations, pressures on water demand, housing demand and supply chain issues become challenging. Though with challenge, comes opportunity. Clean energy, innovation across mining, agriculture, transport and construction provide exciting prospects for the future of our region.

I invite you to explore the full Annual Report to gain insights into our initiatives and impact over the past year, as we continue to work hard on delivering priorities outlined in our Strategic Plan for the year ahead.

A handwritten signature in black ink, appearing to read 'Terrence Winner'.

Terrence Winner, Chairperson

August 2026

MESSAGE FROM THE CEO



The Goldfields-Esperance regional economy remains anchored by the strength of the mining industry, the region's dominant employer and a key driver of prosperity.

Our economic diversity includes a strong agricultural sector, manufacturing and logistics and a growing regional visitor economy. Growing strong regional communities requires investment in enabling infrastructure, which is vital to making them great places to live now and into the future.

Spanning more than a third of the state, our region faces varied challenges driven by climate, industry pressures caused by global uncertainties and geographical distance, making long-term planning and collaboration increasingly important.

This year, the GEDC has not only supported proactive local initiatives, we have been the driving force in connecting the dots between Government, community and industry to focus collective efforts on the big issues like water security, energy demand, freight and transport logistics. Projects such as:

- The Regional Drought Resilience Planning Program, delivering a coordinated plan that will build drought resilience through water security.
- The Kalgoorlie Rail Realignment Project including the completion of a regional freight demand and supply chain analysis and delivery of a robust business case to support the progression of this strategic regional project.
- The Outback Way Inter-agency Working Group focused on “Beyond Road” matters associated with the sealing of the Great Central Road; an example of how the GEDC identifies impacts and opportunities via strong connections to key players in order to drive tangible outcomes.
- The PoweringWA Goldfields Regional Network, point to opportunities to strengthen resilience and connectivity across this diverse energy system and increase energy supply and reliability to Kalgoorlie.

The future looks bright for regional WA, with the Goldfields-Esperance region poised for transformation through a mix of targeted infrastructure investment, economic diversification, and community-focused planning. The Goldfields-Esperance region is expected to build on its strengths in mining and logistics, exploring opportunities in renewable energy production, export, and advanced manufacturing, and pursuing tourism, arts and culture initiatives.

Collaboration remains our most important asset. The GEDC has a key role in building and enhancing localised, regionally relevant knowledge and relationships and empowering community decision making. This is particularly important in regional development, where community needs are the foundation for future planning. Our engagement with Traditional Owners across the region to support their economic empowerment

aspirations has been a focus of the past 12 months.

In light of a renewed WA Regional Development Framework, the GEDC's Strategic Plan will undergo a review, ensuring the Commission is positioned for growth and is enabled to capture emerging opportunities.

// We remain committed to delivering our key projects and signature programs, like the Regional Economic Development Grants and Local Content Program, with locally led projects a significant component of the State Government's investment into the region. //

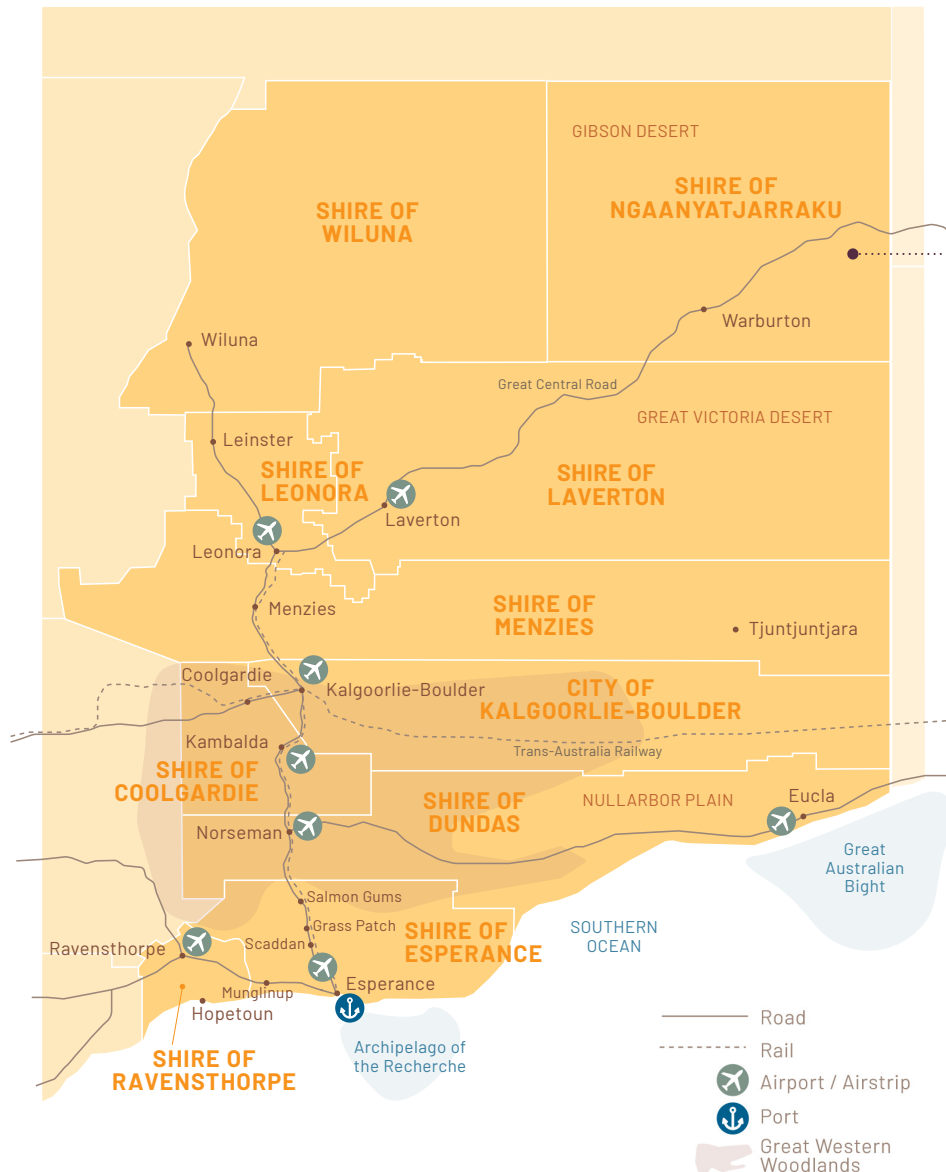
I want to extend my sincere thanks to our Board for their leadership and insight, and to our staff for their continued support, expertise and commitment to the Goldfields-Esperance region. Lastly, I wish to thank the many industry partners, Government colleagues, community champions and Traditional Owner groups who continue to support and drive growth in the Goldfields-Esperance region.

A handwritten signature in black ink, appearing to read 'Kris Starcevich'.

Kris Starcevich, Chief Executive Officer

August 2026

1.0 ABOUT THE REGION



The Goldfields-Esperance region is located in the south-eastern corner of Western Australia.

The largest in WA, our region covers an expansive land area of over **950,000km²**. That equates to over **148 Perth Metropolitan Areas!**



58,646*
People call our region home



36 years
Median age



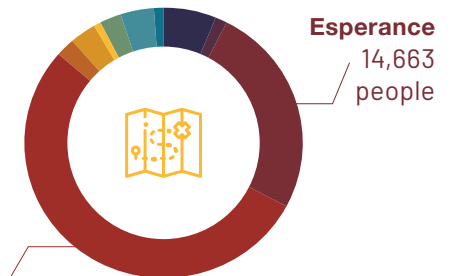
17
Indigenous languages and dialects



9.2%
Aboriginal and/or Torres Strait Islander

Population per Local Government Area

● Coolgardie	3,878
● Dundas	735
● Esperance	14,663
● Kalgoorlie-Boulder	31,268
● Laverton	1,441
● Leonora	1,724
● Menzies	578
● Ngaanyatjaraku	1,483
● Ravensthorpe	2,309
● Wiluna	567



Kalgoorlie-Boulder
31,268 people

Esperance
14,663 people

Sources: REMPLAN 2021, *2025 ABS Estimated Resident Population



AREA KILOMETRES PER LOCAL GOVERNMENT

Coolgardie	30,298km ²
Dundas	92,886km ²
Esperance	44,798km ²
Kalgoorlie-Boulder	95,500km ²
Laverton	179,994km ²
Leonora	31,915km ²
Menzies	124,115km ²
Ngaanyatjarraku	159,816km ²
Ravensthorpe	9,842km ²
Wiluna	181,297km ²

TOP 10 INDUSTRY

Sectors by Economic Output (\$m)

Mining	\$27 billion
Manufacturing	\$4.4 billion
Construction	\$1.6 billion
Rental, Hiring and Real Estate	\$1.1 billion
Agriculture, Forestry and Fishing	\$900 million
Transport, Postal and Warehousing	\$850 million
Electricity, Gas, Water and Waste	\$530 million
Public Administration and Safety	\$520 million
Healthcare and Social Assistance	\$490 million
Education and Training	\$380 million



THE SUPER PIT

Kalgoorlie-Boulder is home to the Super Pit, one of the world's largest open-cut mines. It produces 800,000 ounces of gold a year and is so vast, it is visible from space. The dump trucks that haul ore operate 24/7, featuring tyres that weigh five tonnes each and take two people, 45 minutes to change.



PORT OF ESPERANCE

The Port of Esperance is the deepest port in southern Australia. Its deepest component, Berth 3, features a dredged depth of 19.6 metres. This allows the port to accommodate massive cape-size vessels up to 200,000 tonnes.



LAKE BALLARD

Located in Menzies, Lake Ballard is home to a massive outdoor art installation by renowned British sculptor Antony Gormley. It features 51 steel sculptures scattered across a salt lake.



ESPERANCE STONEHENGE

Esperance features an exact replica of England's Stonehenge, made from 137 stones of local Esperance pink granite. It is perfectly aligned to the summer and winter solstices.



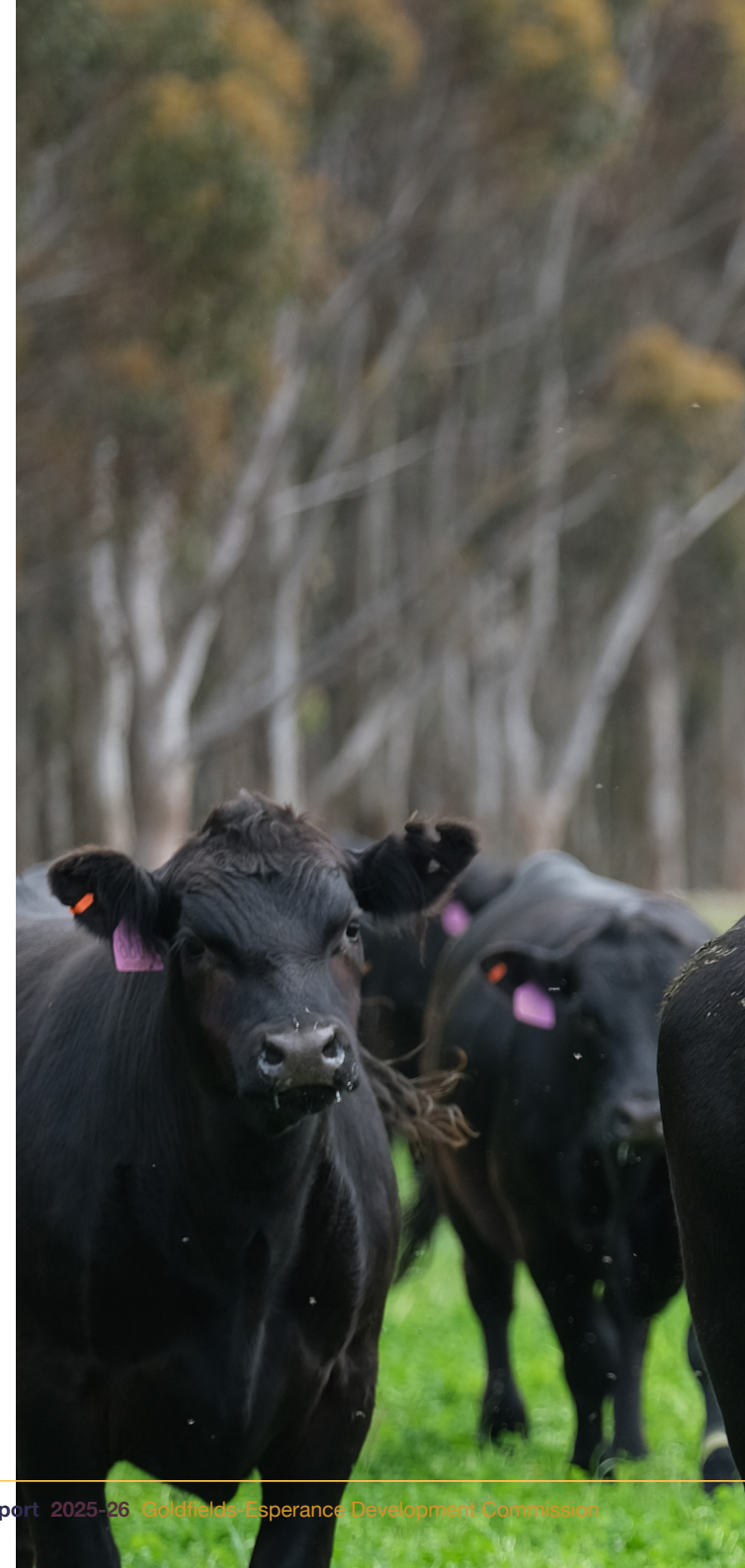
TWO UP

Kalgoorlie-Boulder is home to the only legally sanctioned year-round two-up location in Western Australia. This traditional Australian gambling game is housed in a unique rustic shed in a bushland setting.



OUTBACK WAY

The Outback Way is a 2,720-kilometre route spanning from Laverton in Western Australia, through Alice Springs in the Northern Territory, to Winton in Queensland. It is affectionately known as Australia's Longest Shortcut because it provides the most direct cross-country path through the heart of the outback.



ROBUST MINING AND RESOURCES

The region is one of the most significant mining areas in Australia, producing commodities including gold, nickel, copper, lithium, iron ore, rare earths and critical minerals. The mining sector contributes \$27 billion in regional economic output. Manufacturing is fast becoming a big contender, contributing over \$4 billion in economic output.

STRONG AGRICULTURAL SECTOR

The southern region has a strong agricultural sector primarily broadacre crops, with livestock, fisheries and forestry activities. The Port of Esperance is a strategic asset and an important economic enabler for the Goldfields-Esperance region, connecting regional industries to global markets. The deepest port across southern WA and the only regional port in the state to have a container crane, it facilitates important trade in iron ore, grain, fertilizer, spodumene, copper concentrate, nickel, woodchips and fuel.

ABUNDANT NATURAL RESOURCES

The Goldfields-Esperance region has a wealth of solar, wind and natural resources to support the low carbon energy transition in WA and deposits of critical minerals and rare earths required for emerging technology.

ECONOMIC PROFILE



Source: REMPLAN 2026 and Department of Employment and Workplace Relations (DEWR), Small Area Labour Markets (SALM). (2025 release 1 data), Labour Force, Australian Bureau of Statistics April 2026, *2025 average rate. Jobs Skills Australia Labour Market Dashboard July 2025 release

WHAT OUR CLIENTS HAVE TO SAY ABOUT THE GEDC

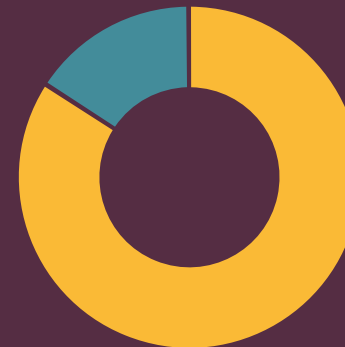
To understand how the GEDC is performing, we invite our stakeholders to participate in our annual independent Client Survey.

This survey provides insights into the effectiveness, timeliness and quality of service provided and measures whether we are making a positive contribution to the economic development of the region. This year's survey was conducted by **Perth Market Research, with a total of 135 surveys being completed.** We thank our stakeholders for taking the time to complete the survey for 2025-26.



Representation and advocacy for the region

Trait valued most by respondents



84.3%

agreed that the GEDC makes a positive contribution to economic development in the region.

// The team have the local knowledge - the boots on the ground //

// accessible, supportive, encouraging and having a local team we can meet with and discuss projects and proposals and get advice. //



88%

of respondents rated the service provided by GEDC staff as 4 out of 5 or higher (on a scale of 1 to 5 averaged over 5 indicators).



The highest level for service awareness was for Regional Economic Development (RED) Grants through the GEDC (77.8%) followed by:

- advocating for and promoting the region
- providing sponsorship support for events and programs; and
- supporting community development.

// good balance of bringing people along, creating space for perspectives to be shared, understood and engaged with, while still maintaining project momentum and delivering outcomes. //



The highest level of service use was for **facilitating partnerships and co-ordination between agencies, business, industry and organisations** (meetings, workshops, projects) (39.3%). This was followed by:

- supporting organisations with project proposals, business case development and grant applications
- provision of data and statistics about the region; and
- information on what's happening in the region.

SIGNIFICANT ISSUES IMPACTING THE AGENCY

WATER SECURITY

An increase in extreme weather events across the region includes a reduction in rainfall in southern areas and increased extreme heat in central and northern areas. While this presents a number of challenges, it also presents opportunities. The GEDC has been working closely with local Government and regional stakeholders to deliver water security solutions in the Goldfields-Esperance region. This has been achieved through a coordinated plan to deliver water security solutions in the *Goldfields-Esperance Regional Drought Resilience Plan*. This Plan builds on work undertaken by the region for the region and puts forward future focused and practical actions that will increase the region's preparedness for drought conditions and enable the region to respond proactively to a range of future climate scenarios. The Plan is supported by an assessment of the key drought vulnerabilities across the region.

WORKFORCE ATTRACTION

Regionally, businesses and organisations continue to be impacted by low unemployment rates and barriers to attracting skilled workers, including housing availability and the regional cost of living. These factors, combined with a competitive jobs market, have made regional recruitment challenging for many organisations, particularly those in the not-for-profit and care sectors. Although skilled migration schemes have provided a viable option for some organisations to address workforce shortages, issues regarding key worker accommodation remain.

CYBERSECURITY

DIGITAL TRANSFORMATION

As a rapidly growing and evolving space, meeting compliance requirements and minimising risk needs ongoing monitoring and resourcing. Whilst this presents a challenge for small agencies, GEDC has undertaken a number of steps to address increasing requirements, including enhanced cybersecurity measures and additional staff training.

HOUSING

Housing availability and affordability continue to influence the region's economic growth, affecting the ability of businesses and services to attract and retain workers. Improving access to suitable housing will also support community liveability and is a key priority of the State Government.

2.0 OVERVIEW OF AGENCY

OUR VISION

That the Goldfields-Esperance region is economically and culturally diverse with vibrant communities and a prosperous future.

OUR PURPOSE

To facilitate economic and social development in the region.

OUR VALUES

The GEDC is a values-driven agency that promotes a positive and collaborative working environment within our team, within Government and with our stakeholders.



Excellence

In all that we do, inspiring a culture of innovation, continuous improvement and leadership within the agency. With a responsive approach, and a solid focus on outcomes, we deliver excellence in our portfolio.



Integrity

Acting with integrity and accountability, making ethical and informed decisions, consistent with State Government objectives. This is demonstrated through excellence in our governance and performance of the agency.



Collaboration

We care about the work we do and the people we work with. We engage respectfully with stakeholders, to connect and collaborate, to understand complex and diverse issues and perspectives, and to facilitate initiatives and investment in the region.



Impact

We take a proactive, timely, and adaptable approach to economic development, promoting initiatives that bring about meaningful change within Government, industry, and regional communities, making a positive difference for the region and the State.

2.1 REGIONAL DEVELOPMENT PORTFOLIO

Regional Development Portfolio

The State Government's Regional Development Portfolio (the Portfolio) comprises the following agencies that work together to develop and implement regional development activity across the State:

- Western Australian Regional Development Trust (the Trust);
- Regional Development Council (RDCo);
- Nine Regional Development Commissions (RDCs) including the GEDC;
- Department of Primary Industries and Regional Development (DPIRD); and
- Western Australian Regional Development Alliance (WARDA).

The Portfolio creates the link between Government priorities, industry, and regional representation by championing regional economies and being an advocate for the regions across and beyond Government.

The Portfolio works to develop strong and effective relationships across Government, industry and community to achieve positive regional development outcomes.

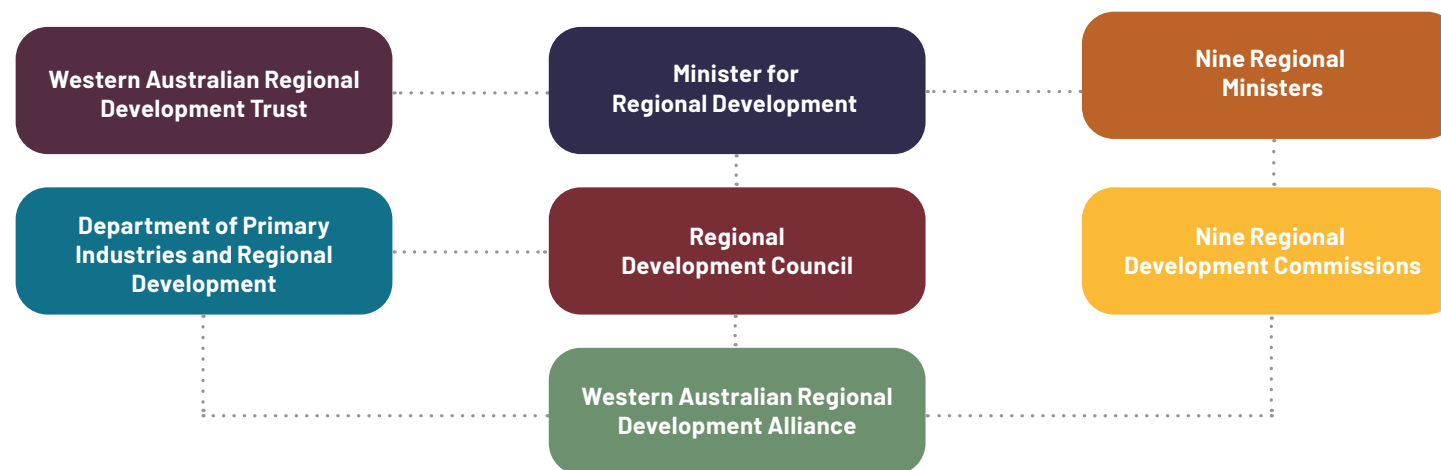
Regional Development Framework

A strong, inclusive and sustainable WA - where vibrant regional communities provide great places to live, quality jobs and access to essential services for all. Regional development ensures local priorities inform State decision making.

State Government priorities are focussed on:

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

The Framework sets the strategic direction for regional development in WA, connecting State Government priorities with regional communities and operates in alignment with key State Government plans.



2.2 ABOUT GEDC

Enabling Legislation

The Goldfields-Esperance Development Commission, established under the *Regional Development Commissions Act 1993* (Act), is listed as a statutory authority on Schedule 1 of the *Financial Management Act 2006* and subject to the provisions of the *Public Sector Management Act 1994*. The GEDC is one of nine Regional Development Commissions, established to fulfil and serve their unique region of Western Australia, and to achieve specific objectives defined in the Act:



OBJECTIVES OF ACT

The GEDC is one of nine Regional Development Commissions, established to fulfil and serve their unique region of Western Australia, and to achieve specific objectives defined in the Act:

- Maximising job creation and improving career opportunities in the region;
- Developing and broadening the economic base of the region;
- Identifying infrastructure services to promote economic and social development within the region;
- Providing information and advice to promote business development within the region;
- Seeking to ensure that the general standard of Government services and access to those services in the region is comparable to that which applies in the metropolitan area; and
- Taking steps to encourage, promote, facilitate and monitor economic development in the region.



FUNCTIONS OF ACT

For the purpose of achieving the objectives, the GEDC is to do the following:

- Promote the Goldfields-Esperance region;
- Facilitate co-ordination with relevant statutory bodies and State Government agencies;
- Cooperate with representatives of industry and commerce, employer and employee organisations, education and training institutions and other sections of the community within the region;
- Identify the opportunities for investment in the region and encourage that investment;
- Identify the infrastructure needs of the region, and encourage the provision of that infrastructure in the region; and
- Cooperate with:
 - departments of the Public Service of the State and the Commonwealth, and other agencies, instrumentalities and statutory bodies of the State and the Commonwealth;
 - and Local Governments, in order to promote equitable delivery of services within the region.

Responsible Minister

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

The GEDC works closely with the Minister for the Goldfields-Esperance region, in liaison with the Minister for Regional Development.

Governance

The GEDC is governed by a Board of seven people, including six regional representatives from local Government, community and Ministerial nomination, and the CEO, who is a member of the Board by virtue of office. Through a Service Level Agreement (SLA), the Department of Primary Industries and Regional Development provides the GEDC with resources to fulfil its functions under the Act and is the employing agency for the staff assigned to the GEDC under section 29 of the Act. Members of the Board and staff are regionally based and contribute specialised skills, experience and local knowledge that benefits the Commission and the region.

Our Strategic Priorities

The GEDC Strategic Plan 2025-27 sets out key initiatives and strategies to drive economic and social development for the region. The Strategic Plan has five priority areas for the GEDC, these are:

- Regional Liveability
- Economic Development, Diversification and Innovation
- Climate Resilience and Low Carbon Transition
- Aboriginal Empowerment and Prosperity; and
- Organisational Excellence

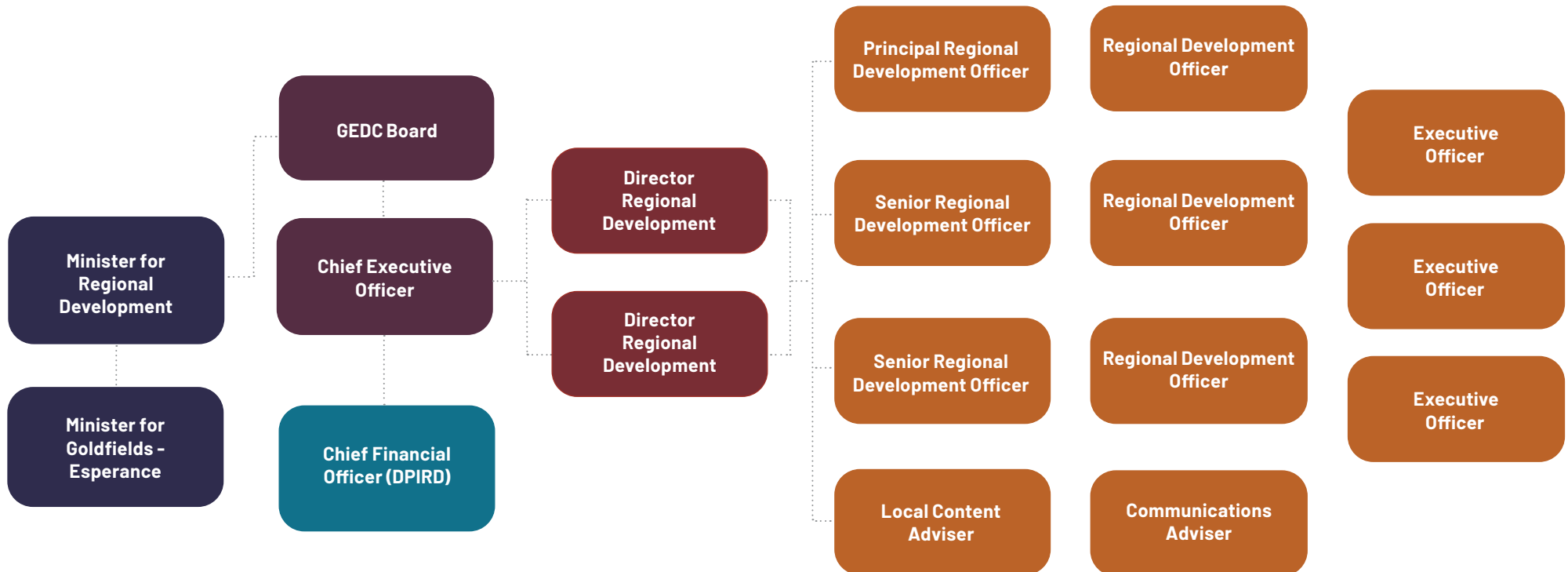
In light of a refreshed focus in the WA Regional Framework in February 2026, the GEDC Strategic Plan will be reviewed next financial year to ensure continuous alignment. Further information on our Strategic Priorities can be found on page 27.

Changes in written law

There were no changes in any written law that affected the Agency during the reporting period.

2.3 ORGANISATIONAL STRUCTURE

The GEDC comprises a Board of Management (including the CEO) and 13 employees. The GEDC receives financial management services through a CFO appointed by the Department of Primary Industries and Regional Development (DPIRD) and reporting to the GEDC CEO.



2.4 GEDC BOARD

The Board is the governing body of the GEDC and holds six meetings annually.



GEDC Director Regional Development Regan Brewer, with GEDC Board members in Wiluna, August 2025

Board members are appointed by the Minister for Regional Development with appointments approved through Cabinet. Meetings are held throughout the region to enable members to be accessible to local stakeholders, which provides valuable insight into the challenges and opportunities facing the region and priorities for regional development.

In 2025-26 the Board undertook a number of Board meetings with Local Government Authorities including the Shires of Wiluna, Coolgardie and Menzies.

The Risk Management and Audit Committee (RMAC) is a sub-committee established by the Board and meets three times a year. It is required to manage the risk register and implement actions to identify and mitigate new and changing risks to the agency and Government. The RMAC also oversees an effective internal audit function under Section 53 of the *Financial Management Act 2006*.



Terrence Winner
Chairperson



Jaimen Hudson
Board Member



Katrina Stubbs
Board Member



Sarsha Lander
Board Member



Timothy Carmody
Board Member



Kris Starcevich
GEDC CEO

Terrence Winner, Chairperson

Appointment: Community Representative

Term: 1 Oct 2020 - 30 Jun 2026

Terrence was appointed to the GEDC Board in 2020, bringing with him 15+ years of experience as a CEO within the not-for-profit sector.

Terrence holds qualifications across management, strategic leadership, business, community development, marketing, training, youth and disability services and has excellent insight into regional challenges and opportunities, given he was born and raised in the Goldfields.

Terrence is very active within the Goldfields-Esperance community, holding several key roles, including Deputy Mayor with the City of Kalgoorlie-Boulder, CEO of the Goldfields Individual and Family Support Association Inc., and Chair of the Kalgoorlie-Boulder Visitors Centre.

Terrence was named the 2009 WA Young Person of the Year, is a previous winner of the State Leadership and Innovation Award at the Western Australian Regional Achievement and Community Awards and has won a Mayoral Award from the City of Kalgoorlie-Boulder.

Jaimen Hudson, Board Member

Appointment: Ministerial Representative

Term: 1 Jan 2022 - 31 Dec 2026

Jaimen is an Esperance-based business owner and internationally renowned photographer and videographer.

He has extensive tourism and creative industries experience, operating several marine and land-based tour businesses as well as holiday accommodation in the Goldfields-Esperance region.

After becoming a quadriplegic following an accident, Jaimen developed an interest in drone photography and videography and now has his own business as a photographer and videographer, specialising in coastal and marine wildlife. In 2021, Jaimen starred in a documentary called Jaimen Hudson: From Sky to Sea.

Timothy Carmody, Board Member

Appointment: Local Government Representative

Term: 1 Jan 2022 - 31 Dec 2025

(on rolling-term at the time of this report)

Tim has been a Councillor at the Shire of Wiluna since 2019, occupying the role of Deputy Shire President position from 2023-2025.

He is an agricultural business owner with operations in Cascade, Esperance and Wiluna. He has 30 years' experience working in the industrial minerals sector and managing mine sites in Australia, Zimbabwe and China.

Tim was raised in a farming family based in Kulin and has been engaged in the agricultural sector throughout his life.

Katrina Stubbs, Board Member

Appointment: Community Representative

Term: 7 Aug 2023 - 30 Jun 2026

A Wongutha and Yamatji woman born and raised in the Goldfields, Katrina worked in the mining industry for a number of years before establishing the Kalgoorlie-based business Kai Rho Contracting with her sister in 2013.

Whilst still at school, Katrina learned bookkeeping skills from her mother at the age of 16 – skills which became the foundation for her career in Finance. She has a Diploma of Management and Diploma in HR Management from Curtin University, Kalgoorlie. Now as the Chief Financial Officer for their business, Katrina manages her commitments to work, her family and community.

She is passionate about building opportunities in her community and uses her skills as Treasurer for three local organisations: the Kurrawang Aboriginal Christian Community, People's Church Kalgoorlie and the Goldfields Aboriginal Business Chamber.

Katrina's husband works alongside her and they have two children.

Sarsha Lander, Board Member

Appointment: Community Representative

Term: 7 Aug 2023 - 30 Jun 2026

Since calling the Goldfields home in 2010, Sarsha has developed a strong passion for community and making a meaningful difference in the lives of others. With over 15 years' experience in the social services sector, she has worked across mental health and drug and alcohol services before transitioning into the disability sector as Regional Operations Manager with Empowering People in Communities Inc (EPIC).

Sarsha has built a solid foundation of qualifications in leadership, management, mental health, and governance. She is also the founder and chairperson of Golden Community Mile Inc, reflecting her ongoing commitment to strengthening community connection and support across the region.

Kris Starcevich, GEDC CEO

Kris joined the Commission in 2014 and was appointed Chief Executive Officer in 2018. His extensive experience working in regional Western Australia in both the public and private sectors ensures Kris offers a holistic approach to regional development.

Born and raised in Esperance, Kris began his career in secondary teaching in the Pilbara where he spent 10 years working and living in several Pilbara communities. During this time Kris diversified his skills in the mining industry, working on site and as a community relations practitioner for Rio Tinto.

Kris prides himself on his ability to work closely with local stakeholders and across all levels of Government to understand complex regional issues and drive positive social and economic outcomes for the Goldfields-Esperance region.

Retiring Board Member

Tracey Rathbone, Deputy Chairperson

Appointment: Community Representative



2.5 OUR STAFF

The GEDC staff live and work in the region, holding a wide variety of skills, experience and professional qualifications.

Rose Riley

Director Regional Development

Key Focus Areas:

- Leadership and performance
- Strategic initiatives
- Regional planning and development
- Industrial land, residential land and housing
- Infrastructure
- Major projects
- Strategy and policy
- Low carbon economy

Regan Brewer

Director Regional Development

Key Focus Areas:

- Leadership and performance
- Corporate management
- Human resources
- Investment management
- Grant governance
- Community and industry development
- Stakeholder engagement

Sarah Fletcher

Principal Regional Development Officer

Key Focus Areas:

- Kalgoorlie Rail Realignment Project
- Infrastructure and Freight
- Industry development
- Workforce development
- Strategy and policy
- Stakeholder engagement

Haidee Vandenberghe

Senior Regional Development Officer

Key Focus Areas:

- Regional Drought Resilience Planning Program
- Tertiary education
- Climate resilience and low carbon economy
- Workforce development
- Early childhood education and care sector initiatives

Jude Daley

Local Content Adviser

Key Focus Areas:

- Regional supply and tender opportunities
- Business and industry engagement
- State Government procurement policy
- Inter-agency procurement engagement
- Local participation plans
- Referrals to business advisory services

Marta Perona

Senior Regional Development Officer

Key Focus Areas:

- Regional Economic Development (RED) Grants
- Investment management (large and small contracts)
- Community development
- Northern Goldfields projects
- Stakeholder engagement
- Arts and Culture initiatives

Danielle Foster

Communications Adviser

Key Focus Areas:

- Content development
- Editorial advice
- Campaign development
- Public relations
- Stakeholder engagement

Sophie Willsher

Regional Development Officer

Key Focus Areas:

- Goldfields-Esperance Regional Drought Resilience Plan
- Outback Way – Beyond Road initiatives
- Creative industry initiatives
- Tourism initiatives
- Community development
- Stakeholder engagement

Michaela Hendry

Regional Development Officer

Key Focus Areas:

- Data analysis
- Research and publications
- Events and communications
- Project support
- Stakeholder engagement

Gary Bonney

Regional Development Officer

Key Focus Areas:

- Aboriginal empowerment and engagement
- Aboriginal business development
- Creative industries development
- Film industry development – film friendly
- Stakeholder engagement

Karen Theaker

Executive Officer

Key Focus Areas:

- Executive management for CEO and Board
- Governance and Ministerial support
- Stakeholder liaison
- Facilitation of regional meetings and events

Rachel Witheridge

Executive Officer

Key Focus Areas:

- Corporate and financial management
- Administering and reporting for Risk Management and Audit Committee
- Internal audit
- Cyber and digital security
- Project and event support
- Procurement

Other contributing staff throughout the year

Michele Campbell - Small Grants Management

Aylah Reeves - Administration Assistant

Pamela Sherlock - Regional Development Officer

2.6 PERFORMANCE MANAGEMENT FRAMEWORK

Outcomes Based Management Framework

The State Government uses an Outcomes Based Management Framework to measure the effectiveness of the GEDC in meeting Government goals, desired outcomes and key performance indicators.

RELATIONSHIP TO GOVERNMENT GOALS

The Goldfields-Esperance Development Commission delivers the Regional Development service to increase investment, attract and retain population and grow the economy of the Goldfields-Esperance region.

WA Jobs Plan

Diversifying the Western Australian economy, creating local jobs for the future.

Safe, Strong and Fair Communities

Supporting our local regional communities to thrive.

DESIRED OUTCOME

Encourage and promote opportunities to increase investment and attract and retain population, growing the economy of the Goldfields-Esperance region.

SERVICE

- Provide strategic advice to Government on regional priorities and opportunities;
- Facilitate collaboration between Government, industry, Aboriginal organisations, local Governments and community stakeholders;
- Coordinate and support regional development initiatives and investment opportunities; and
- Administering and supporting programs that contribute to economic diversification, regional resilience and community wellbeing.

KEY PERFORMANCE INDICATORS

GEDC has two performance indicators – an effectiveness and an efficiency indicator. These indicators measure the GEDC's performance against Government goals, desired outcomes and service frameworks.

Key Effectiveness Indicator

The GEDC makes a positive contribution to the economic development of the region.

Key Efficiency Indicator

The average cost per hour to provide a regional development service for the 2025-26 financial year.

Shared Responsibilities

The GEDC shares responsibility for achieving its Government goals and outcomes with the Regional Development Portfolio agencies and by working with Government departments to promote economic development and sustainable regional communities.



3.0 AGENCY PERFORMANCE

To ensure alignment with Government goals, desired outcomes and key performance indicators, the GEDC implements a Strategic Plan.

3.1 OUR STRATEGIC PRIORITIES

Our Strategic Plan 2025-27 identifies five strategic initiatives, underpinned by key priorities to guide the agencies' operations.



REGIONAL
LIVEABILITY



ECONOMIC
DEVELOPMENT,
DIVERSIFICATION
AND INNOVATION



CLIMATE
RESILIENCE AND
LOW CARBON
TRANSITION



ABORIGINAL
EMPOWERMENT
AND
PROSPERITY



ORGANISATIONAL
EXCELLENCE



3.1.1 REGIONAL LIVEABILITY

ENHANCE LIVEABILITY IN THE REGION

The GEDC is committed to strengthening regional communities and enhancing liveability by supporting development of economic and social infrastructure and access to services.

With a strong understanding of the diverse needs and challenges faced across the region, the GEDC is well placed to advocate for locally informed, innovative solutions that make a genuine difference to communities across our region.



Image: The Kalgoorlie City Centre project, a major upgrade of the Kalgoorlie CBD, received \$8 million in State Government funding.

STRATEGY	HOW WE ACHIEVED THIS
L1: Advocate for service levels in regions to be equitable with the metropolitan area.	- Executive staff attended District Leadership Group (DLG) meetings to provide regional insight into decision making for the group which brings together regional leaders from across Government and community services. GEDC Chair Terrence Winner was the independent chair of the DLG until 2025. - GEDC staff attended regular meetings of the Goldfields-Esperance District Emergency Management Committee to contribute a holistic approach to emergency response, particularly in remote and isolated parts of the region.
L2: Support the delivery of infrastructure, facilities and services that enhance regional and remote living and underpin economic growth.	- Advocated toward improved regional services delivery with contributions to the: - Infrastructure Australia Infrastructure Priority List - DPLH Goldfields-Esperance Regional Planning Strategy - Infrastructure WA Regional infrastructure and Services Framework and - Infrastructure Priority List - WA Input – 2026 - Facilitated discussions and actions on regional road and infrastructure matters through the Goldfields Voluntary Regional Organisation of Councils (GVROC). - Administered a State Government election commitment to the City of Kalgoorlie-Boulder to deliver the Kalgoorlie-Boulder Youth Precinct at Kingsbury Park, the largest youth-focused recreation space in the Goldfields. The project features a refurbished skate park, asphalt pump track, adventure towers, parkour equipment and multi-sports courts. The fully completed \$6.5 million precinct was officially opened by Hon David Michael MLA, Minister for Goldfields-Esperance and is proving popular with local families. - Provided Esperance based organisation Escare with a \$7,000 grant to deliver professional development workshops on neurodiversity for local Esperance and Hopetoun/Ravensthorpe Early Childhood Education and Care educators. The workshops were well attended, with 21 educators attending in Esperance and 10 in Hopetoun. - Supported the delivery of Full Circle Therapies new purpose-built therapy centre for children, made possible through a \$2.76 million State Government election commitment. GEDC administered the election commitment and was responsible for partnering with Full Circle Therapies to deliver the project. A big win for Goldfields' families, reducing distance and accessibility hurdles for allied health services. - Provided funding to the Shire of Wiluna through the REDs Grant Program, toward the new Wiluna Caravan Park, enabling travellers to stay and explore Wiluna. The Minister for Goldfields-Esperance, Hon David Michael MLA joined the community for the opening in August 2025.

STRATEGY

L3: Promote the region by facilitating initiatives that attract investment and increase regional population and visitation.

L4: Collaborate with Government and regional stakeholders to create place-based responses for communities experiencing gaps in infrastructure and services.

HOW WE ACHIEVED THIS

- Participated in the Shire of Ravensthorpe Tourism Advisory Group (TAG); a community-led advisory committee focussed on community priorities and the development of the local tourism industry. Through the TAG, GEDC is supporting the Shire to focus on premium nature-based tourism offerings and aims to position the Fitzgerald Coast as a destination for adventure, biodiversity and connection to untouched wilderness.
 - Sponsored the Kalgoorlie-Boulder Chamber of Commerce and Industry #SoKal Workforce Attraction Initiative, highlighting Kalgoorlie-Boulder as a place where people can build rewarding careers, enjoy vibrant lifestyles and a strong sense of community.
 - Sponsored the Well Seasoned event at the Cannery Arts Centre; a celebration of changing seasons, human connection to nature and collaboration within regional communities. This Esperance based project brought people together through live music and art.
-
- Facilitated a feasibility study for a Regional University Study Hub (RUSH) to be established in Esperance. This included a survey which received 240 responses, with 63% being school aged students; providing a strong argument for investment into tertiary education in the region.
 - Provided written submissions through the Western Australian Regional Development Alliance (WARDA) for Regional Australia Institute's InterGovernmental Shared Inquiry Program, the GEDC funded by State and Australian Government. GEDC contributed to future research topics as well as review of the 2025-26 papers Regional Productivity and Place Based Solutions and Regional Population Planning.
 - Targeting industry areas aligning with the State Government's Our priorities for Government 2025-2029, contributed to the development of a Workforce Strategy for WA with submissions through WARDA and direct to DTWD.
 - Collaboration with the Office of Multicultural Interests (OMI) to create awareness and connection between OMI and the regional CALD community to elevate local interests. Promoted opportunities for services, including Harmony Week co-design, consultation on the proposed *WA Multicultural Act*, and connection to the Rural Regional Remote (RRR) Women's Network.
 - Contributed towards the Goldfields-Esperance Regional Planning Strategy prepared by Department of Planning, Land and Heritage (DPLH) on behalf of the WA Planning Commission. This document is one of a suite of nine Regional Planning Strategies.
 - Sponsored local and emerging artists to participate in the Spirt of Kepa Kurl Southern Exposure Exhibition in Perth, with professional development opportunities delivered by FORM to build capability and networks for locally based creatives.

FULL CIRCLE THERAPIES' MASON'S HOUSE NOW OPEN

Goldfields families now have greater access to allied healthcare with Mason's House, a purpose-built paediatric therapy centre. The centre is home to Full Circle Therapies Inc, a not-for-profit community organisation providing much needed therapy services to Goldfields' families for children with Autism Spectrum Disorder.

By having a purpose-built space designed for therapy and early intervention, Full Circle Therapies can continue to grow its support for the community and help more local kids access the care they need, closer to home.

The new paediatric facility includes multi-functional therapy and meeting spaces, a specialised sensory and acoustic room, dedicated client services area and family-friendly outdoor therapy spaces.

The project was supported by \$2.8 million in State Government funding through a 2021 election commitment, administered through the GEDC in partnership with DPIRD. The GEDC worked closely with Full Circle Therapies throughout the project, supporting the business case development and successful project delivery. Full Circle Therapies engaged a local construction company who utilised local suppliers and trades, further capturing local benefits from the project.

Established in 2010 by local community members, the organisation is run by a voluntary board. The centre continued to grow with additional demountable buildings and the construction of the Lotterywest Therapy Garden in 2020, though increased demand on services necessitated a remodel. In 2023, the Goldfields had the second longest wait time in regional WA for speech pathology and the longest for occupational therapy. With a waitlist of 40 children, there was compelling evidence that Kalgoorlie-Boulder and the wider Goldfields community required a purpose-built therapy centre for children with special needs.

The delivery of Mason's House enables families of children with special needs to stay in Kalgoorlie-Boulder instead of having to leave the region to access care. The project has more than doubled the capacity of the centre, with provision of services increased to 130 clients.



Image: Full Circle Therapies' Team Members

Image: Full Circle Therapies' Mason's House

FUTURE PROOFING HOPETOUN

The GEDC supported the Shire of Ravensthorpe with funding to undertake master planning for the Hopetoun coastal strip.



Image: Hopetoun Foreshore

From Culham Inlet to Two Mile, the Shire has a dedicated focus on the Hopetoun Foreshore Precinct, with opportunities from visitor facilities, commercial attractions and trail town networks to connect foreshore and marine infrastructure.

A review and assessment of the Hopetoun coastal strip supports the Shire's economic diversification strategy and contributes to the growing Ravensthorpe-Hopetoun-Fitzgerald nature-based destination brand. The development of town trails to connect the foreshore with urban and natural spaces, strengthens visitation to the Fitzgerald Biosphere and National Parks. Value adding aims to extend visitor stays in the district and leverage anchor events such as the Ravensthorpe Wildflower Show.

The masterplan also considers provision of improved visitor access to key coastal locations and enhanced marine infrastructure, to capitalise on the South Coast Marine Park, promoting eco-tourism opportunities for local small business.

The master planning process involves extensive community consultation, to prioritise suitable proposals that will deliver the optimum community and economic outcomes for the Shire and the region. The masterplan will provide pathways for economic growth and diversification in the Shire of Ravensthorpe, where a long-term vision for a more stable and diverse economy is realised.

There have been a number of complementary activities to support tourism diversification, including development of a tourism group, review of the trails strategy and investigating new uses for existing infrastructure, identified by the Shire of Ravensthorpe and the Fitzgerald Business Network.



Image: Ravensthorpe Wildflower Show

The work undertaken by GEDC with the Shire, complements the State Government's National Park Tourism Experiences Development Program (NPTED) to grow sustainable, nature-based tourism in WA National Parks.

In June 2026, the State Government announced a preferred proponent for the development of a new luxury accommodation offering at Hammersley Inlet Reserve, which will bolster the Shire's nature-based tourism offering.



3.1.2 ECONOMIC DEVELOPMENT, DIVERSIFICATION AND INNOVATION

A SUSTAINABLE AND VIBRANT REGIONAL ECONOMY

The GEDC's focus is on diversifying the region's industries and developing a more complex economy to maintain and foster prosperity, minimise the impact of market shocks and global disruptions, and foster sustainable economic development.



STRATEGY	HOW WE ACHIEVED THIS
E1: Facilitate investment to attract and retain people, jobs and skills in the region.	• Six projects across the Goldfields-Esperance region were awarded funding through the Regional Economic Development (RED) Grants Program, collectively receiving a total of \$635,000 as part of Round 8 (2025-26). • Partnered with the Esperance Chamber of Commerce and Industry (ECCI) to deliver Converge, a business and industry forum, connecting Esperance based agricultural operators, retail owners and tourism entrepreneurs with industry expertise, practical insights and genuine networking opportunities. The forum drew an audience of approximately 250 professionals, business owners, and industry leaders. Planning for the next annual forum in September 2026 is underway. • Hosted a Meet the Buyer event in Kalgoorlie-Boulder, where local suppliers attended a procurement session to consider and explore upcoming major project opportunities with a range of State Government agencies and the City of Kalgoorlie-Boulder. • Supported applicants for the State Government's Local Capability Fund with ten Goldfields-Esperance businesses being successful in their grant applications, valued at over \$228,000. • Collaborated with Kalgoorlie-Boulder Chamber of Commerce and Industry (KBCCI) and City of Kalgoorlie-Boulder to deliver a workshop educating people on local procurement and tender opportunities. • Collaborated with Australian Industry Group to run an Advanced Manufacturing Workshop on practical pathways to diversify into new markets. The workshop was attended by 20 business owners and leaders. • Provided advice to business and industry leaders on regional matters impacting funding and investment, supporting them to navigate Government processes and requirements. • Hosted investment meetings with project proponents interested in developing in the region, while providing regional intelligence, inter-agency liaison and referrals, and community engagement support. • Responded to multiple direct and diverse requests from proponents seeking to invest, expand operations or undertake other activities within the Goldfields-Esperance region. • Provided regional intelligence to assist client interests, including regional investment, business support and workforce models. • Responded to the Participation Policy Survey for the Department of Training and Workforce Development (DTWD) Skills Strategy and Reform Team for learners experiencing disadvantage.
E2: Optimise the benefits and outcomes of industry development for regional communities.	• Delivered the Goldfields-Esperance Regional Freight Study as part of a suite of documents prepared to inform the Kalgoorlie Rail Realignment Project (KRRP) Business Case. A bespoke Goldfields-Esperance Regional Freight Model was developed to address identified information gaps. • Provided a submission to Department of Energy and Economic Diversification (formerly JTSI) on the Kalgoorlie Nickel Goongarrie Hub, Area Resources in responses to a request via a 'Consultation on Lead Agency Service assessment' as part of the WA Government's Lead Agency Framework (LAF) Program.

STRATEGY

E3: Provide leadership and local knowledge on strategic, regional and local planning for industrial, commercial and residential development.

E4: Influence Government policy to enable diversification, business development, innovation and regional investment.

HOW WE ACHIEVED THIS

- Led the KRRP, supported by a twelve-member Steering Committee of local, State and Australian Government agencies. Funded with \$2 million through the National Partnership Agreement Framework and \$500,000 from the State Government's Leverage Fund, the KRRP responds to a freight task projected to double over the next 25 years. This is driven by growth in goods movement across WA and increased resources production in the Goldfields-Esperance region. A Business Case has been delivered that demonstrates a comprehensive examination of the value and rationale for rail realignment and new Inter Modal Terminal options for Kalgoorlie-Boulder. To progress the KRRP, the GEDC is seeking advice through a formal process of Government.
 - Supported Lotterywest workshops in Kalgoorlie-Boulder and Esperance which offered practical guidance on preparing funding applications and information on current funding opportunities.
 - CEO presented at KBCCI's What's Down the Track Forum, attended by over 200 industry leaders and Government agencies. GEDC hosted an information booth providing key networking opportunities.
 - CEO took part in a panel with Southern Ports and ECCI at an Esperance Business After Hours event discussing challenges, opportunities and sustainable growth.
 - CEO supported Minister for Goldfields-Esperance, Hon David Michael MLA at the WA Major Project Conference. The Minister highlighted the significant work underway across regional WA, with a strong focus on the Goldfields-Esperance region. The focus included major investment in mineral production and exploration, housing, infrastructure, water security and clean energy projects.
-
- Continued to support the development of a regional action plan, as part of a broader Regional Freight Strategy by the Department of Transport and Major Infrastructure (DTMI).
 - Partnered with the KBCCI, the ECCI, Goldfields Aboriginal Business Chamber (GABC) and Fitzgerald Business Network (FBN) to deliver the Goldfields-Esperance Showcase at Parliament House. The event brought together parliamentarians and local businesses to exhibit some of the extraordinary businesses in the region. The event showed that businesses in the Goldfields-Esperance region continue to play a vital role in Western Australia's economy.

ADVANCED MANUFACTURING: A GROWING SECTOR FOR THE GOLDFIELDS

The Goldfields-Esperance region is home to a growing manufacturing and service industry that exceeds expectations when it comes to innovation and agility. Regional businesses are driving technology and innovation outcomes and are perfectly positioned to capitalise on emerging opportunities.

Kalgoorlie-Boulder hosts several highly sophisticated manufacturers, who have honed their skills servicing the mining industry. Businesses are already delivering advanced machining, fabrication, CNC machinery, automation and robotics. The opportunity to diversify into new markets and to export products globally is increasing. Regional businesses are highly innovative and have the capability to capitalise on the State Government's policy focus on local manufacturing set out in the Made in WA Plan.

Manufacturing and Renewable Energy

Through wind farms integrated into mining and town-scale microgrids, the region already has a growing renewables sector. There is currently 105 MW of operational wind capacity in the region, with a further 458 MW planned or under development, with the potential to significantly increase wind capacity. Recent research by Advanced Manufacturing Growth Centre into wind energy manufacturing and servicing opportunities, found the region is well placed to capitalise on the push into new energy solutions.

The Local Content Adviser has been actively seeking tender opportunities for local suppliers in renewables contracts and for the State Government's large scale Vanadium Battery System to be built in Kalgoorlie-Boulder.

Advanced manufacturing is at the heart of a cross section of industries servicing mining, renewable energy, agriculture providing innovative solutions for the building and construction industry, energy and agriculture.

Manufacturing in Construction

Based in the Goldfields, Westralia Homes has recently introduced 'waffle pod' technology, which replaces polystyrene foam with recycled cardboard to form foundations for residential slab construction. The business was able to embark on this innovative technology due to successful REDs Grant funding increasing capacity and turnaround while improving environmental outcomes.

Interest to learn more in this space is evident, as a number of industry leaders and business owners attended an Advanced Manufacturing Workshop in Kalgoorlie-Boulder run by the GEDC, to gain insight into practical planning frameworks for regional manufacturers. The scope, capability and maturity of local businesses in the manufacturing space is evolving and has significant potential. Creating over \$4 billion in output to the region, the manufacturing sector is fast becoming a key economic driver and the GEDC has been playing a supporting role to connect and leverage Goldfields businesses.



REGIONAL ECONOMIC DEVELOPMENT (RED) GRANTS PROGRAM

Six projects across the Goldfields-Esperance region were awarded funding through the Regional Economic Development (RED) Grants Program, collectively receiving a total of \$635,000 as part of Round 8 (2025-26).



H and S Leeson Pty Ltd

RENEWABLE ENERGY WORKSHOP AND TRAINING SPACES

Leeson Electrical received a \$250,000 grant to support the expansion of their operations with the creation of Silky Pear Energy. The new division is focused on renewable energy solutions for the Goldfields region, with the construction of a dedicated workshop, featuring spaces for assembly, research and development, and practical training.



Elpha Contracting Pty Ltd

ROGER STREET FACILITY EXPANSION

Elpha Contracting, an Esperance-based grain covering business, secured \$100,000 for the expansion of its main operating facility and dedicated training area.



Pitbull Services Pty Ltd

KAMBALDA VEHICLE RECOVERY AND RECYCLING PROJECT

Pitbull Services received \$138,000 to develop a new vehicle decommissioning facility at its existing Kambalda site. The project will enable the safe and compliant removal, dismantling, and recycling of end-of-life vehicles.



Goldfields Testing Laboratory Pty Ltd

PROVIDING LOCAL RDP TESTING SERVICES

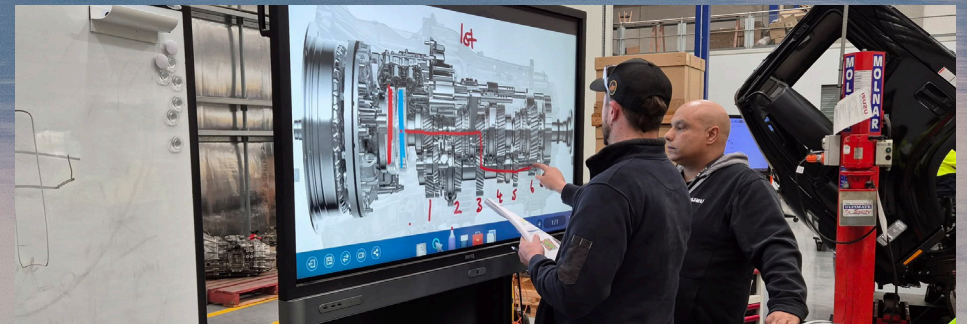
Kalgoorlie-Boulder based Goldfields Testing Laboratory secured \$43,000 to establish a Round Determinate Panel testing service, a specialised quality assurance test, used to verify the performance of fibre reinforced concrete.



Westralia Holdings

CONSTRUCTION INNOVATION: WAFFLE POD TECHNOLOGY

Westralia Homes, based in Kalgoorlie-Boulder, secured a \$65,000 grant for equipment and machinery to introduce a new modern slab construction method using recycled cardboard pod technology.



SEA Heavy Diesel

SEA HEAVY DIESEL EXPANSION

SEA Heavy Diesel, a leading heavy vehicle service provider based in Esperance, is set to increase its operations with a new heavy vehicle service bay, securing \$39,000.

3.1.3 CLIMATE RESILIENCE AND LOW CARBON TRANSITION

ANTICIPATE AND ADAPT TO A CHANGING CLIMATE AND EMERGING ECONOMIC OPPORTUNITIES

The GEDC's focus is on supporting the region to adapt to a changing climate by supporting the low carbon economy through informing and guiding actions, aimed at achieving water security and drought resilience across the region.



STRATEGY	HOW WE ACHIEVED THIS
C1: Support low carbon and renewable energy projects in the region by fostering community engagement and leveraging local benefits	• Attended the Eastern Goldfields Power Project Forum hosted by Zenith Energy who has been contracted to deliver a renewable energy project through a joint venture with Northern Star Resources. The dual fuel thermal power station will support KCGMs expansion, representing a major step in the decarbonisation of large, energy-intensive mining operations. Commissioning is targeted for mid-2027, subject to environmental and regulatory approvals. The Local Content Adviser has identified components of the project that could be secured by local suppliers and is preparing them for upcoming tenders. • Provided regional connections and insights for a DPIRD assisted, private documentary project, showcasing biodiesel transport through the region, to champion the future of sustainable farming.
C2: Position the region to optimise the transition to a low carbon economy by supporting Government and industry initiatives that lower energy consumption, pollution and emissions.	• Partnered with the Great Southern Development Commission to host a number of workshops to identify regional constraints and opportunities that may arise for WA's south coast as part of the low-carbon transition. • Participated in DTMI's consultation with regional insights for the WA Hydrogen and Renewable Energy Ports, Roads and Supply Chains – Social Licence Workstream. • Supported Esperance biofuel company to engage with Government and community about local biomass projects and a proposed renewable biofuel plant. • Participated in Government and community engagement led by DPIRD regarding the development of the State's Advanced Biofuel Strategy, part of the Made in WA policy initiative. • Engaged with and provided connections to an industrial sustainability expert to explore opportunities in Kalgoorlie-Boulder for an Industrial Symbiosis Model. Sponsored by AMIRA Global, the work could provide pathways to environmental and economic sustainability, with the Industrial Symbiosis being successfully applied in the Kwinana Industrial Precinct.
C3: Collaborate on critical place based outcomes to support local climate mitigation and adaptation actions, building resilience through planning and capacity building.	• Finalised the inaugural Goldfields-Esperance Regional Drought Resilience Plan (GERDRP) that presents a coordinated approach to building water security and drought resilience for communities, industries and landscapes across the region. • Commenced implementation of priority water related actions outlined in the GERDRP in collaboration with regional partners. • Took part in consultation for the Early Insights for More Resilient Communities Project by the University of Canberra, Southern NSW Innovation Hub and the SW WA Drought Resilience Adoption and Innovation Hub. Provided valuable feedback and insight to ensure the pilot project will help identify early warning signs of stress during catastrophic events. • Spoke on a panel at the Connected by Water Conference regarding the challenges and opportunities surrounding Goldfields' industries and communities for water security. • Continued to work closely with the Goldfields Voluntary Regional Organisation of Councils (GVROC) on advancing regionally significant issues. Key initiatives include climate alliance, water security and development of our GERDRP.

STRATEGY

C4: Cooperate to facilitate the region's economic and climate preparedness and advocate for the development of sustainable, resilient and secure infrastructure for the region.

HOW WE ACHIEVED THIS

- Continued to work with powering WA to plan for a Goldfields Regional Network (GRN), a proposed privately-owned transmission network designed to support the future energy needs of the Goldfields region.
- Provided written submission to the PoweringWA draft Community Benefits Guideline for Renewable Energy Projects.
- Participated in the Esperance Water Security Collaboration Workshop and continued to work with Government and key stakeholders to explore opportunities for enhanced regional water security and supply.
- Participant of the Cooperative Research Centre for the Transformation of Mining Economies (CRC TIME).
- Connected CRCTIME to regional stakeholders for direct engagement, projects, and events, including engagement with the Goldfields-Esperance Water Security Group to explore collaboration opportunities on innovative water projects. CRCTIME seeks to address challenges and create positive outcomes from mine closure and post mine transitions through research and collaboration.

Image: The Goldfields Water Supply Scheme

GOLDFIELDS WATER SECURITY DEMANDS REGIONAL-SCALE THINKING

Water scarcity, ageing infrastructure and growing demand are placing increasing pressure on water security across the Goldfields-Esperance region, prompting renewed calls for fit-for-purpose supply solutions and collaborative long-term planning.

At a recent Australian Water Alliance's (AWA) Connected by Water Conference, the GEDC brought regional water security into focus, hosting a panel session exploring water supply opportunities. . The region faces varied water security challenges driven by climate, industries and geography, making long-term planning and collaboration increasingly important.

The conference brought together Government, industry and local stakeholders, to examine opportunities around wastewater reuse, groundwater optimisation, investment attraction and collaborative water planning.

The panel discussed water scarcity and investment, highlighting the need for a dedicated forum focused on regional water issues. The conference provided an opportunity to bring those conversations together and explore practical pathways forward for the region.

GEDC's involvement in the discussion was also underpinned by our work producing the Goldfields-Esperance Regional Drought Resilience Plan (GERDRP), which was developed through extensive consultation across the region over the past 18 months. The process identified climate change and long-term water security as some of the most significant challenges facing the Goldfields, helping shape the themes explored during the session.

When it comes to treating water for various operations and industries across the region, the technology already exists, and water users are more than willing to implement their own solutions. The real hurdles are volume and pricing.

The State Government has announced more than \$500 million investment into the Goldfields Water Supply Scheme, representing significant reinvestment into existing infrastructure. GEDC's GERDRP highlights vulnerabilities associated with relying on a single source and pathway into the region. Local groundwater, wastewater opportunities or desalination from Esperance present opportunities, though involve extremely large capital investment because of the distances involved.

The GERDRP is available to download from the GEDC website at: <https://www.gedc.wa.gov.au/our-programs/goldfields-esperance-regional-drought-resilience-plan/>



Image: Large volumes of water utilised in rare earth processing

The GEDC is positioned to help industry prove that demand is real and sustained over time. Taking a longer-term view of the region's economic opportunities, combined with robust demand data, would help build a strong case for future investment.

First Nations' participation is another major opportunity that needs to be part of future solutions. Any significant infrastructure project across the Goldfields would involve multiple Native Title holders and Traditional Owner groups, providing genuine partnership opportunities for future projects.

3.1.4 ABORIGINAL EMPOWERMENT AND PROSPERITY

EMPOWERMENT OF ABORIGINAL PEOPLE AND ORGANISATIONS

The GEDC's focus is on genuinely and meaningfully supporting a future in which all Aboriginal people, families and communities are empowered, and choose their futures from a secure foundation.

Image: Kai Rho Contracting - Recipients of REDs Grant (Round 6)



STRATEGY	HOW WE ACHIEVED THIS
A1: Foster partnerships, shared decision-making, and engagement that supports Aboriginal-led solutions and enhanced social and economic outcomes.	- Sponsored and attended the Esperance Tjaltjraak Native Title Aboriginal Corporation's NAIDOC week events in Esperance and Eastern Goldfields First Nations Council (EGFNC) NAIDOC week program in Kalgoorlie-Boulder. - Took part in the National Indigenous Business Survey for Indigenous businesses involvement in mine closures. The survey is the first of its kind and is a national activity that is seeking to understand the size, scale, and opportunities for Indigenous businesses in the mine closure sector. - As a participant for the CRCTIME, GEDC has led targeted in-person and online promotion for the Aboriginal Enterprises in Mining, Energy and Exploration (AEMEE), the Centre for Social Responsibility in Mining and CRCTIME's Indigenous Business Survey.
A2: Promote Aboriginal people's employment and business aspirations by connecting with industry opportunities and Government program support.	- Attended the Department of Employment and Workplace Relations (DEWR) Reconnection, Employment and Learning (REAL) Community Consultation session. The program aims to deliver support services for Aboriginal people transitioning out of prison. - Assisted the Goldfields Aboriginal Community Services (GACS) Ranger Team with a range of funding options and referrals, as they look to create employment opportunities. The Northern Native Seed Industry Development Initiative has provided key connections in this space and the Rangers are now enrolled in Central Regional TAFE's horticultural training program. - Aboriginal businesses were celebrated for their hard work, innovation, and excellence at the inaugural Goldfields Aboriginal Business Chamber (GABC) Awards. Supported by the GEDC, the event shone a spotlight on the talent, leadership and entrepreneurship within the business community. The GEDC CEO presented several awards, recognising the exceptional achievements of Aboriginal entrepreneurs and business leaders across the region. - Assisted a range of Aboriginal organisations and Prescribed Body Corporates (PBCs) across the region with funding strategies, advisory support and referrals to support economic empowerment.
A3: Promote the growth of Aboriginal representation in local decision-making and assist with improved engagement by Government and industry.	- GEDC staff attended an EGFNC Forum to discuss improved engagement with Aboriginal communities in the Goldfields region. The forum highlighted widening Closing the Gap initiatives, and ways to improve outcomes for local Aboriginal people and communities. Discussions focused on Aboriginal empowerment, self-determination and locally-led and place-based solutions. - In partnership with the Ngaanyatjarra Council, the GEDC prepared a Social Impact Assessment to support informed and coordinated decision-making for 'Beyond Road' Impacts that may arise as a result of the sealing of the Great Central Road. As part of this work, the GEDC undertook on-country community engagement across the Ngaanyatjarra Lands, building relationships and ensuring community priorities, concerns and aspirations were captured and meaningfully considered. - The GEDC CEO in his capacity as Chair of the Outback Way Inter-agency Working Group, has ensured ongoing co-design and engagement with Traditional Owner Groups for all 'Beyond Road' impacts.

STRATEGY

E1: Facilitate investment to attract and retain people, jobs and skills in the region.

HOW WE ACHIEVED THIS

- Worked in partnership with Tjiwarl Aboriginal Corporation to develop an Economic Empowerment Strategy and provided recommendations to the Tjiwarl Board on a number of business, economic and funding opportunities. Tjiwarl Country covers over 13,000 square kilometres of land and waters situated between Leinster and Wiluna, in the Northern Goldfields. GEDC is a signatory to the State Governments Indigenous Land Use Agreement with the Tjiwarl people.
- GEDC is a member of the Tjiwarl Implementation Committee. Staff travelled to Leinster in May for on-country immersion and meetings for all working groups under the Agreement.
- GEDC is both a member and co-Chair of the Tjiwarl Economic Empowerment Working Group, meeting regularly to progress economic empowerment initiatives.
- Engaged Kaala Barna Aboriginal Consultancy to run the Aboriginal Business Leadership Initiative (ABLI) for 2026. The ABLI program is specifically designed to empower Aboriginal leaders, business owners and emerging entrepreneurs across the Goldfields-Esperance region. The program included regular workshops and ongoing one-on-one mentoring to build new skills, confidence and businesses capacity.
- A growing interest in culture and the arts was the focus of a Western Australian Indigenous Tourism Operators Council (WAITOC) event held in Kalgoorlie-Boulder. GEDC staff attended the event, which highlighted the vital role Aboriginal communities and businesses play in regional tourism and the importance of leveraging funding to support cultural initiatives.

UNDERSTANDING SOCIAL IMPACTS OF THE OUTBACK WAY

Sealing the Great Central Road, which forms part of the Outback Way, is a once-in-a-generation investment that will change movement, access and interaction across remote Aboriginal communities along the route and the wider region.

Sealing the Great Central Road (GCR) will have a significant benefit to major industry, including tourism, mining, freight and logistics and support increased national supply chain resilience and unlock regional economic opportunities. The scale and longevity of the upgrade means its effects will extend well into the future, shaping how people travel, how services are accessed and delivered, and how communities connect to regional centres over time.

A sealed road will bring a significant transformation to the region, introducing new ways of living and working for the remote Aboriginal communities along the GCR. Regional change will generate positive social and economic opportunities but will also present challenges and potential negative impacts on communities without adequate preparation and support to manage new road conditions and increased visitation.

Supported through funding from the GEDC and Main Roads WA, and delivered in partnership with the Ngaanyatjarra Council Group, the GEDC engaged consultants Nous Group to help prepare a Social Impact Assessment (SIA). This work seeks to understand communities' sentiments, concerns and priorities relating to the sealing of the road and provide recommendations to manage negative impacts and maximise positive social and economic outcomes for Ngaanyatjarra people.

This included two on-country visits across communities along the GCR in April and June 2026 to build relationships, hear directly from individuals and inform the development of culturally appropriate and context-based responses.

The SIA received input from over 90 Ngaanyatjarra people, many long-standing residents of the GCR, and key State Government agencies providing services across the corridor. The SIA recommends collaborative responses across Government and the Ngaanyatjarra Council Group, across several key themes including driver preparedness and road safety, employment opportunities through the road construction and visitor management, and the protection of Country, culture and heritage.

Outcomes of the SIA will help to inform a whole-of-Government, coordinated response to managing the 'Beyond Road' issues and maximising the opportunities, which is being led by the Outback Way Beyond Road Inter-agency Working Group, chaired by the GEDC CEO.

The GEDC's partnership with Ngaanyatjarra Council Group to deliver the SIA has demonstrated how Government can partner effectively with the Aboriginal Community Controlled sector in a way that meaningfully supports Aboriginal people and will generate positive social and economic outcomes.



3.1.5 ORGANISATIONAL EXCELLENCE

MANAGE RESOURCES EFFECTIVELY AND EFFICIENTLY

The GEDC's focus is on delivering the State Government objectives and maintaining our service across a large region with a broad range of stakeholders, ensuring we have modern systems, safe and fit-for-purpose assets, and a capable workforce.

Image: Esperance business Blumar Engineering, recipients of the Local Capability Fund.

STRATEGY

01: Demonstrate regional leadership, influence whole-of-Government collaboration and be a trusted source of regional intelligence.

HOW WE ACHIEVED THIS

- The GEDC, and Shires of Laverton and Ngaanyatjaraku met with the Outback Highway Development Council (OHDC) for a briefing on their Outback Way Blueprint. The Blueprint provides an interactive map of sites and information across a broad range of areas across the Outback Highway, including the Great Central Road in WA, and informs the Outback Way Action Plan, a national advocacy plan for opportunities across the trans-continental highway.
- GEDC CEO is the Chair of the Outback Way Inter-agency Working Group, a whole-of-Government working group, that is pro-actively working together, to develop a coordinated approach to ensuring 'Beyond Road' impacts are accounted for; ensuring that opportunities and benefits from sealing the GCR are maximised.
- The GEDC is working with key stakeholders including the OHDC and Australian Government departments to promote the national significance of the Outback Way and elevate WA's approach, leading the consideration of 'Beyond Road' issues and opportunities.
- Engaged with the DPLH on their draft Renewable Energy Planning Code to provide consistent planning standards for renewable energy developments across Western Australia. This work, initiated by the Western Australian Planning Commission, focused on wind farms and will expand to solar, batteries and transmission infrastructure. This work links to the clean energy and emerging industries priority areas for both Regional Coordinating Committees.
- Chaired the Goldfields Regional Coordinating Committee and actively participated in the Esperance Regional Coordinating Committee, working with DTWD and key stakeholders to identify and progress workforce participation and training initiatives. Contributed to Regional Development Portfolio submissions to State and Commonwealth consultations on behalf of the region.
- Member of the Kalgoorlie-Boulder Tourism Strategy Working Group tasked with mapping implementation with key tourism stakeholders. Several of the actions have been allocated to the GEDC.
- Provided input into the Australian Government's Department of Employment and Workplace Relations (DEWR) Review into the impact of the Pacific Australia Labour Mobility Scheme Deed and Guideline settings.
- Supported agricultural stakeholders to understand and engage with Australian and State Government on live export changes.
- Supported a series of community engagement workshops to inform the next stages of the Esperance Sculpture Trail. The project, funded by a \$6 million Lotterywest grant, is an opportunity to share stories of the history of the region and the culture of the local community.
- Coordinated and organised multiple events, regional visits and delegates to showcase the region and connect local stakeholders to visiting dignitaries.
- Hosted His Excellency the Honourable Christopher Dawson AC APM, WA Governor, on a week-long regional tour, creating opportunities for key stakeholders and community leaders to meet with the Governor and to highlight community projects.
- Presented to the United Nations Economic and Social Commission for Asia and the Pacific (ESCAP) Laos Delegation, as Laos Government officials toured Kalgoorlie-Boulder exploring potential frameworks to support and grow its' mining sector.
- Produced a monthly e-news publication, circulated to 700 stakeholders. This publication highlights the work of the State Government and GEDC, as well as the Ministers for Regional Development and Goldfields-Esperance.

STRATEGY

01: Demonstrate regional leadership, influence whole-of-Government collaboration and be a trusted source of regional intelligence.

02: Manage State Government regional investment funding and program delivery.

03: Build collaborative partnerships that contribute to an effective regional voice on regional development matters.

HOW WE ACHIEVED THIS

- Produced and published weekly content for social media platforms LinkedIn, and Facebook, sharing news and information about the work of the State Government, GEDC and regional matters of interest.
 - Managed the GEDC website as a source of information for key programs, events and statistics about the Goldfields-Esperance region.
 - Engaged regionally based businesses to support production of specialised graphic design and communications support for reports, publications and collateral, to build local capability and supporting local content outcomes.
 - Worked with creative businesses to deliver photography and videography assets for the GEDC, for use in promoting the region at events and in publications. This collateral is shared with other State Government agencies, providing consistent and professional visual elements of the region.
-
- Delivered the State Government's Regional Economic Development (RED) Grants program with funding of \$5.3m committed to Goldfields-Esperance projects.
 - Commenced administration of 35 grant projects announced as part of the 2025 State Election, progressing toward grant delivery and completion.
 - Identified and supported a range of GEDC Strategic Initiatives across the region, working closely with recipients to deliver projects and achieve outcomes for regional communities.
 - Administered State Election Commitment grants, both large and small, assisting recipients to progress toward project completion and acquittal.
 - Supported proponents to develop their projects and source funding for various projects to enhance economic development and diversification in the region.
 - Continued to deliver the Local Content Program through the Local Content Adviser, identifying opportunities to connect and build the capacity of local businesses to secure State Government contracts.
-
- GEDC CEO and staff participated in a number of stakeholder groups, including but not limited to:
 - Western Australia Regional Development Alliance
 - Northern Goldfields Working Group
 - KBCCI City and Regional Meetings
 - Goldfields and Esperance Regional Coordinating Committees
 - Goldfields Industrial Land Steering Committee
 - Goldfields District Leadership Group
 - Esperance Jobs Taskforce
 - Southern Ports User Group Meetings
 - South Coast Tourism Group
 - Esperance Tourism Committee
 - Kalgoorlie-Boulder Tourism Strategy Working Group
 - Tjiwarl Economic Empowerment Working Group

STRATEGY

03: Build collaborative partnerships that contribute to an effective regional voice on regional development matters.

04: Build and retain capabilities across available resources to fulfil the functions of the agency and deliver on agreed outcomes.

HOW WE ACHIEVED THIS

- As a long-standing member of GVROC, the GEDC provided continued regional insight and support for key issues and opportunities affecting the nine member Shires. The GEDC worked in partnership with GVROC across a number of key priority areas including housing, infrastructure matters, water security and drought resilience.
 - Provided input to the Western Australia Regional Development Alliance (WARDA) for the Draft WA Space Industry Action Plan. WARDA's role is to foster cooperative effort between the RDC's and DPIRD to encourage, promote, facilitate and monitor economic development across regional WA.
 - Collaborated with stakeholders to ensure the WA/SA Border Sign is replaced at the Border with Main Roads working with Mirning Aboriginal Corporation and other key stakeholders to progress concept designs and interpretive signage for the project.
 - GEDC joined other RDCs and State Government agencies at the Project Initiation meeting for Regional Development Australia Regional Population Planning and Regional Productivity projects. Attendees received an update on these key research projects while providing context on specific regional challenges for consideration.
 - The InterGovernmental Shared Inquiry Program (ISIP) 2025-26 is a research partnership between the Australia Institute (RAI) and the Australian, State and Territory Governments. It seeks to deliver on an annual research agenda on topics of strategic importance to regional Australia.
 - Liaised with the Department of Transport (DOT) to discuss regional specific insights contributing to freight demand and infrastructure requirements for the development of regional action plans.
 - Corporate staff attended the Regional Development Collaboration Workshop in Perth with the eight Regional Development Commissions to share knowledge, foster relationships and attend professional development training.
 - Partnered with National publication Business News to co-design the Goldfields-Esperance Special Feature, utilising a trusted and influential platform to showcase regional capabilities and key projects.
 - GEDC team came together in November 2025 and June 2026 for their biannual GEDC team meeting, an opportunity for collaboration, information sharing and operational planning.
 - Sponsored the Community Organisation Award category at the KBCCI Goldfields Business Awards and presented the award to St John Ambulance.
-
- A number of GEDC staff completed Economic Development Australia (EDA) training to become Australian Certified Economic Developers. The training program was supported by DPIRD, providing a nationally recognised certification and opportunity to learn new skills across a range of economic development topics.
 - Staff attended professional development opportunities, building strong teams and networks. This included specialised training in Microsoft applications, training on changes to the WA planning system, cultural awareness and management training.
 - Completed a review of GEDC's IT environment, including hardware, software and business systems to assist with future information and communication technology procurement processes. Commenced planning for ICT procurement processes including development of a Statement of Requirements.

STRATEGY

04: Build and retain capabilities across available resources to fulfil the functions of the agency and deliver on agreed outcomes.

HOW WE ACHIEVED THIS

- GEDC won Gold for the second year in a row at the IPAA W.S. Lonnie Awards, recognising a high standard of Annual Reporting in the General Government Sector - Agencies with Under 100 Full Time Employees category.
- Successfully managed the recruitment and selection process to appoint a full cohort of permanent staff across both Kalgoorlie-Boulder and Esperance. The resourcing and capacity of the team is positively contributing to the large uptake of work undertaken in 2025-26.
- Attended weekly team meetings to share updates on their area of focus, share knowledge on contemporary regional and local issues, and to improve our internal communications and external engagement with stakeholders.
- Effectively managed the GEDC budget and funding resources, strengthening the outcomes and benefits for the Goldfields-Esperance region.
- Effectively managed multi-million dollar projects and contracts to deliver regional development outcomes.

05: Deliver excellence in governance

- As the management body for the GEDC, the Board met six times across the region, to provide strategic advice, guidance and informed decision-making to the Commission:

29 August 2025: Wiluna
 16 October 2025: Kalgoorlie
 27 November 2025: Esperance
 12 February 2026: Kalgoorlie
 16 April 2026: Coolgardie
 11 June 2026: Menzies

- The Risk Management and Audit Committee met three times, providing oversight of the risk management and internal audit function with regular reporting of key outcomes to the Board.
- Conducted a review of the GEDC staff performance management framework, providing a clear, consistent approach to supporting individual performance, development, and values aligned behaviour. The framework integrates the Public Sector Commission Leadership Behaviours to guide conversations. Reviews have been conducted with all staff.
- Progressed preparation for the implementation of the new Privacy and Responsible Information Sharing (PRIS) Legislation. Information classification tools have been deployed across the Commission with staff commencing training for the next steps in the process.
- Commissioned an internal audit of the GEDC.
- Commissioned an independent survey of the GEDC's clients, to understand perceptions of the agency and benchmark performance against KPIs for 2025-26.
- Liaised with the Office of Auditor General to provide timely information for an external audit of the GEDC for the 2025-26 financial year.



OUTBACK WAY INTER-AGENCY WORKING GROUP

The GEDC plays a leading role in influencing whole-of-Government collaboration, as a trusted source of regional intelligence.



Image: GEDC CEO Kris Starceвич leading the Outback Way Inter-Agency Working Group and Traditional Owners in a collaborative in-person workshop

The GEDC plays a leading role in influencing whole-of-Government collaboration, as a trusted source of regional intelligence.

No more so, than in the development of the Outback Way 'Beyond Road' Activation Plan, to address potential impacts and maximise the social and economic benefits of the construction of the Great Central Road.

The Great Central Road (GCR) provides a critical east-west connection between Laverton in Western Australia and Yulara (near Uluru) in the Northern Territory through to Winton in Queensland. While the route plays an important role in regional connectivity, large sections remain unsealed, particularly the GCR, which comprises WA's portion of the national corridor. Sealing of the GCR is planned to occur progressively through to 2032, resulting in a staged transition from a predominantly unsealed, weather-affected route with limited access to a sealed, all-weather public highway.

As a major infrastructure project spanning multiple State, local Government and native title boundaries, the challenge to manage a collective approach is substantial.

The Outback Way Inter-agency Working Group was established to identify the 'Beyond Road' matters that require a whole-of-Government approach to mitigate negative impacts and generate positive social and economic outcomes for communities, Aboriginal people and the State of Western Australia.

Working group members include the following WA Government entities:

- Goldfields-Esperance Development Commission
- Main Roads Western Australia
- Department of Transport and Major Infrastructure
- Department of Primary Industries and Regional Development
- Western Australian Police Force
- Department of Fire and Emergency Services
- Tourism WA
- Department of Biodiversity, Conservation and Attractions
- Department of Premier and Cabinet, Aboriginal Engagement and Native Title
- Department of Communities
- Department of Planning, Lands and Heritage
- Department of Training and Workforce Development
- Department of Treasury and Finance
- Department of Justice

The Working Group is active and engaged, meeting frequently to set and map out a clear direction forward. Led by the GEDC, the Working Group has engaged extensively with Government agencies and key external stakeholders including the four Traditional Owner Groups along the GCR (Ngaanyatjarra Council Group, Barra Parrapi Aboriginal Corporation, Yilka Talintji Aboriginal Corporation and Wangkatja Tjungula Aboriginal Corporation), the Northern Goldfields local Governments, and the Outback Highway Development Council, to understand the scope of

'Beyond Road' matters.

These engagements included an in-person collaborative workshop between State Government agencies and Traditional Owners, and presentations from Traditional Owners, local Governments, industry experts and OHDC at regular working group meetings.

The Group is working collaboratively to develop practical and tailored responses to 'Beyond Road' matters captured in an Activation Plan. This work aims to guide the long-term management of issues and ensure that ongoing, coordinated oversight of activation activities facilitates meaningful collaboration between Traditional Owner groups and the State Government.

The Outback Inter-agency Working Group is a constructive and positive demonstration of what can be achieved together, to create beneficial outcomes for our regional communities, across vast regional distances.



Image: GEDC CEO Kris Starcevic with representatives from Main Roads and the Ngaanyatjarra Council Group during on-country consultation

REGIONAL EVENTS

The GEDC collaborates and supports many events throughout the Goldfields-Esperance community. This helps build capacity of organisations across the region and enables the GEDC to provide information and briefings to larger groups, about the work of the State Government in the regions.





PERTH
7 August 2025

Spirit of Kepa Kurl Southern Exposure Exhibition

FORM launched the Spirit of Kepa Kurl Esperance exhibition at their gallery in Claremont. The exhibition was part of the Southern Exposure series, celebrating the people, places and talent of Southern WA.

With the support of the GEDC, ten Esperance artists travelled to Perth to participate in the exhibition.



WILUNA
September 2025

Minister Visit – Opening of the Wiluna Caravan Park

Minister for Goldfields-Esperance, Hon David Michael MLA joined the community for the opening, which included a tour of the facilities and a barbecue lunch in the new camp kitchen.

The project was supported by a \$200,000 RED Grant facilitated by the GEDC.



ESPERANCE
September 2025

Converge Esperance Business and Industry Forum

Two days of big ideas, bold connections, and local impact.

Jointly hosted by the ECCI and the GEDC, Converge featured tours, trade displays and keynote speakers to highlight local business and industry trends and major projects.



KALGOORLIE-BOULDER &
ESPERANCE
September 2025

Impact Café Planning Workshops

Lotterywest and the GEDC jointly hosted two Impact Café project planning workshops in Kalgoorlie-Boulder and Esperance. These sessions offered practical guidance on preparing funding applications and provided information on current funding opportunities.

ESPERANCE
September 2025

MINISTER DAWSON VISITS GOLDFIELDS – ESPERANCE REGION

Minister Dawson conducted a tour of Esperance Port, met with Esperance Tjaltjiraak Native Title Aboriginal Corporation (ETNTAC) and attended the Djilba Wildflower Festival.



KALGOORLIE-BOULDER
October 2025

'Meet the Buyer' Event Connects Suppliers to Local Businesses

A collaborative effort between GEDC, Goldfields Aboriginal Business Chamber (GABC) and Kalgoorlie-Boulder Chamber of Commerce and Industry (KBCCI), opening doors for local businesses to connect directly with key decision-makers and learn about current and future supply opportunities in the region.



KALGOORLIE-BOULDER
October 2025

St John WA – Kalgoorlie- Boulder wins Community Organisation of the Year

St John WA staff from the Kalgoorlie-Boulder branch were recognised for their outstanding dedication and commitment to the community, receiving the Community Organisation of the Year Award at the KBCCI Business Awards, sponsored by the GEDC.



KALGOORLIE-BOULDER
November 2025

Regional Economic Development Grant Project Unveiling

The Minister for Goldfields-Esperance, Hon David Michael MLA visited Kalgoorlie-Boulder where he met with Kai Rho Contracting for the unveiling of their new dual cab grader which received a \$235,000 REDs Grant in Round 6.



ESPERANCE
November 2025

ECCI Business After Hours

The Esperance Chamber of Commerce and Industry (ECCI) and Southern Ports hosted a Business After Hours event at the Cannery Arts Centre, bringing together around 90 local business owners. GEDC CEO Kris Starcevic presented at the event, highlighting the importance of sustainable population growth supported by housing, infrastructure and local industry.



KALGOORLIE-BOULDER
November 2025

What's Down the Track - 25th Annual Business and Industry Forum

More than 300 people attended the 25th What's Down the Track Forum and Exhibition in Kalgoorlie-Boulder, to hear community and industry updates on emerging opportunities for the coming year.

GEDC CEO Kris Starcevic shared insights into how the GEDC is working with the wider WA Government to deliver priorities across housing, water supply, infrastructure and services.



ESPERANCE
January 2026

Minister Michael visits Ravensthorpe, Hopetoun and Esperance Communities

GEDC staff accompanied Minister for Goldfields-Esperance, Hon David Michael MLA during a visit to communities in Ravensthorpe, Hopetoun and Esperance.



PERTH
February 2026

Connected by Water Conference 2026 (AWA)

Over 50 delegates from industry, Government, service providers and research attended the Connected by Water Conference. GEDC CEO Kris Starceвич hosted a discussion on the challenges and opportunities of delivering water security for Goldfields industries and communities. Kris was joined by GEDC's Regional Development Officer Sophie Willsher, who shared insights into future water challenges in a changing climate, drawing on recent work undertaken as part of the Goldfields-Esperance Regional Drought Resilience Plan.



TJUNTJUNJARA
April 2026

Tjuntjunjara community visit

The Minister for Goldfields-Esperance, Hon David Michael MLA, along with GEDC staff, visited the Tjuntjunjara community to conduct important engagement with the community and representatives from Paupiyala Tjarutja Aboriginal Corporation (PTAC).



KALGOORLIE-BOULDER
April 2026

Mason's House Opens in Kalgoorlie – Boulder

Mason's House, Full Circle's new purpose-built therapy centre for children officially opened in Kalgoorlie-Boulder, made possible through a \$2.76 million State Government election commitment, administered by the GEDC.



KALGOORLIE-BOULDER
April 2026

Doing better business with Government Workshop

Local business attendees at the Doing Business with Government Workshop heard from the City of Kalgoorlie-Boulder and GEDC Local Content Adviser on how to maximise local procurement opportunities.



KALGOORLIE-BOULDER
April 2026

Building Regional Skills- Goldfields Students Graduate in Style

The GEDC attended the Central Regional TAFE Awards, which showcased the breadth of skills, interests and commitment of the new graduates to their study and employment aspirations. Completing their training in Kalgoorlie-Boulder, graduating students accessed courses, workplace experiences and employment across fifty different qualifications ranging from Certificate II to Diplomas.



NORSEMAN
April 2026

Governor of WA Visit – Esperance, Kalgoorlie, Norseman and Ravensthorpe

His Excellency the Honourable Chris Dawson AC APM, Governor of Western Australia, visited our region, taking time to express appreciation for the dedication, resilience and community spirit of the Goldfields-Esperance communities. The Governor visited Kalgoorlie-Boulder, Norseman, Esperance and Ravensthorpe during his visit.

The GEDC was delighted to host the Governor and showcase the ingenuity and resilience of our region.

PERTH
May 2026

GOLDFIELDS-ESPERANCE SHOWCASE AT PARLIAMENT HOUSE

This event brought together parliamentarians and local businesses to promote the extraordinary businesses and leaders from our region. Supported by the GEDC and hosted by the four regional Chambers, the event showcased a range of industry sectors in the region, who continue to punch above their weight and play a vital role in WA's economy.





KALGOORLIE-BOULDER
May 2026

Advanced Manufacturing Workshop

The GEDC Local Content Adviser collaborated with Australian Industry Group to run an Advanced Manufacturing Workshop, educating industry leaders on practical pathways to diversify into new markets.



KALGOORLIE-BOULDER
June 2026

Aboriginal Business Leadership Initiative Graduation

Local business leaders recently graduated from the Aboriginal Business Leadership Initiative, a program supporting sustainable business growth and developing skills in personal leadership.



Image: Governor Dawson attending the Esperance Surf Lifesaving Club.



A person is walking on a paved path that winds through a lush, green forest. The path is marked with white arrows pointing forward. The trees are tall and dense, with sunlight filtering through the leaves. The overall atmosphere is peaceful and natural.

4.0 DISCLOSURES AND LEGAL COMPLIANCE

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4.1 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)	4,823	3,574	1,249 ^(a)
Net Cost of Services (sourced from Statement of Comprehensive Income)	4,823	3,573	1,250 ^(a)
Total Equity (sourced from Statement of Financial Position)	354	509	155
Net increase / (decrease) in cash held (sourced from Statement of Cash Flows)	-	355	355 ^(b)
Salary Cap	1,896	1,708	188 ^(c)

1) As specified in the Section 40 budget estimates

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

(a) Total Cost of Service and Net Cost of Service are below target largely due to expenditure against the Kalgoorlie Rail Realignment Project originally anticipated to be incurred in FY2025-26 but will occur in the forward years.

(b) Increase in cash is largely due to funds for strategic grants which will be spent in the forward years

(c) The variance in approved salary expense below the target is due to temporary vacancies within the financial year

(d) The variance in working cash limit is largely due to the timing of payments for supplies and services received in financial year 2025-26 and funds held for strategic grants which will be spent in the forward years

Working Cash Targets

WORKING CASH TARGETS	2024 AGREED LIMIT (\$000)	2024 TARGET ⁽¹⁾ / ACTUAL ⁽²⁾ (\$000)	VARIATION (\$000)
Working Cash limit Budget	92	92	-
Working Cash limit Actual	92	571	479 ^(d)

4.2 INDEPENDENT AUDITOR'S REPORT

OFFICIAL



Auditor General

INDEPENDENT AUDITOR'S REPORT

2026

Goldfields-Esperance 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 Goldfields-Esperance 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
23 July 2026

4.3 CERTIFIED FINANCIAL STATEMENTS



DISCLOSURES AND LEGAL COMPLIANCE

Certification of Financial Statements

For the financial year ended 30 June 2026

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

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



Derryn Howes
Chief Finance Officer
23 July 2026



Kris Starcevich
Chief Executive Officer
23 July 2026



Terrence Winner
Chair
23 July 2026



STATEMENT OF COMPREHENSIVE INCOME

for the year ended 30 June 2026

	Notes	2026 \$'000	2025 \$'000
COST OF SERVICES			
Expenses			
Employee benefits expenses	2.1(a)	1,921	1,687
Supplies and services	2.3	1,082	2,023
Accommodation expenditure	2.3	262	248
Depreciation and amortisation expense	4	39	39
Finance costs		4	3
Grants and subsidies	2.2	186	62
Other expenses	2.3	80	12
TOTAL COST OF SERVICES		3,574	4,074
Income			
Other income		1	-
Total income		1	-
NET COST OF SERVICES		3,573	4,074
Income from State Government			
Income from other public sector entities	3.1	1,731	714
Resources received	3.1	2,014	3,185
Total income from State Government		3,745	3,899
SURPLUS / (DEFICIT) FOR THE PERIOD		172	(175)
TOTAL COMPREHENSIVE INCOME / (LOSS) FOR THE PERIOD		172	(175)



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

STATEMENT OF FINANCIAL POSITION

for the year ended 30 June 2026

Statement of Financial Position As at 30 June 2026

	Notes	2026 \$'000	2025 \$'000
ASSETS			
Current Assets			
Cash and cash equivalents	6.2	571	192
Restricted cash and cash equivalents	6.2	-	24
Receivables	5.1	35	14
Total Current Assets		606	230
Non-Current Assets			
Receivables	5.1	6	6
Amounts receivable for services	5.2	195	195
Right-of-use assets	4	63	94
Total Non-Current Assets		264	295
TOTAL ASSETS		870	525
LIABILITIES			
Current Liabilities			
Payables	5.3	225	13
Lease liabilities	6.1	43	38
Employee related provisions	2.1(b)	35	78
Total Current Liabilities		303	129
Non-Current Liabilities			
Lease liabilities	6.1	23	59
Employee related provisions	2.1(b)	35	-
Total Non-Current Liabilities		58	59
TOTAL LIABILITIES		361	188
NET ASSETS		509	337
EQUITY			
Contributed equity		54	54
Accumulated surplus		455	283
TOTAL EQUITY		509	337



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

STATEMENT OF CHANGES IN EQUITY

for the year ended 30 June 2026

	Contributed equity \$'000	Accumulated surplus \$'000	Total equity \$'000
Balance at 1 July 2024	54	458	512
Deficit	-	(175)	(175)
Other comprehensive income	-	-	-
Total comprehensive loss for the period	-	(175)	(175)
Balance at 30 June 2025	54	283	337
Balance at 1 July 2025	54	283	337
Surplus	-	172	172
Other comprehensive income	-	-	-
Total comprehensive income for the period	-	172	172
Balance at 30 June 2026	54	455	509



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

STATEMENT OF CASH FLOWS

for the year ended 30 June 2026

	Notes	2026 \$'000	2025 \$'000
CASH FLOWS FROM STATE GOVERNMENT			
Funds from other public sector entities		1,731	714
Net cash provided by State Government		<u>1,731</u>	<u>714</u>
<i>Utilised as follows:</i>			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee benefits		(328)	(297)
Supplies and services		(510)	(344)
Accommodation		(262)	(248)
Finance costs		(4)	(3)
Grants and subsidies		(186)	(62)
GST payments on purchases		(97)	(46)
Other payments		(39)	(2)
Receipts			
GST receipts from taxation authority		88	34
Other receipts		1	-
Net cash used in operating activities		<u>(1,337)</u>	<u>(968)</u>
CASH FLOWS FROM FINANCING ACTIVITIES			
Payments			
Principal elements of lease payments		(39)	(37)
Net cash used in in financing activities		<u>(39)</u>	<u>(37)</u>
Net increase / (decrease) in cash and cash equivalents		355	(291)
Cash and cash equivalents at the beginning of the period		216	507
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD	6.2	<u>571</u>	<u>216</u>

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

NOTES TO THE FINANCIAL STATEMENTS

1. Basis of preparation

The Goldfields-Esperance 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 23 07 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.

NOTES TO THE FINANCIAL STATEMENTS

1. Basis of preparation (continued)

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	2025
	\$000s	\$000s
Employee benefits	1,708	1,522
Superannuation - defined contribution plans	213	165
Total employee benefits expenses	1,921	1,687
Add: AASB 16 Non-monetary benefits	26	42
Total employee benefits provided	1,947	1,729

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

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

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

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

2.1. (b) Employee related provisions

	2026	2025
	\$000s	\$000s
Current		
<u>Employee benefits provisions</u>		
Annual Leave	11	9
Long Service Leave	24	68
	35	77

Non-Current

	2026	2025
	\$000s	\$000s
<u>Employee benefits provisions</u>		
Long Service Leave	31	-

Other provisions

	2026	2025
	\$000s	\$000s
Employee on-costs	11	9
Total employee related provisions	70	78

NOTES TO THE FINANCIAL STATEMENTS

2.1. (b) Employee related provisions (continued)

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.

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

Annual leave liabilities are classified as current as there is no right at the end of the reporting period 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 are classified as current liabilities for unconditional long service leaver as the Commission does not have the right at the end of the reporting period 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 involve settlements of annual and long service leave liabilities which gives rise to the payment of employment on-costs including workers' compensation insurance. The provision is the present value of expected future payments.

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

	2026	2025
	\$000s	\$000s
Employment on cost provision		
Carrying amount at start of period	1	1
Additional/(reversals of) provisions recognised	-	-
Carrying amount at end of period	<u>1</u>	<u>1</u>

Key sources of estimation uncertainty- long service leave

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

NOTES TO THE FINANCIAL STATEMENTS

Several estimates and assumptions are used in calculating the Commission's long service leave provision. These include expected future salary rates, discount rates, employee retention rates and expected future payments.

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

2.2. Grants and subsidies	2026	2025
	\$000s	\$000s
<u>Recurrent</u>		
Other Grant Payments	181	62
Local Government agencies	5	-
Total grant and subsidies	<u>186</u>	<u>62</u>

Transactions in which the Agency provides goods, services, assets (or extinguishes a liability) or labour to another party without receiving approximately equal value in return are categorised as 'Grant or subsidy expenses'. These payments or transfers are recognised at fair value at the time of the transaction and are recognised as an expense in the reporting period in which they are paid. They include transactions such as grants, subsidies, personal benefit payments made in cash to individuals, other transfer payments made to public sector agencies, local government, nongovernment schools, and community groups.

2.3 Other Expenditure

	2026	2025
	\$000s	\$000s
<u>Supplies and Services (a)</u>		
Board Fees	66	87
Communications	22	20
Professional Services	606	1,603
Consumables	51	49
Travel	78	58
Insurance	6	10
Licences fees and registration	124	128
Lease rent and hire costs	30	26
Advertising	29	4
Other	70	48
Total grant and subsidies	<u>1,082</u>	<u>2,033</u>

NOTES TO THE FINANCIAL STATEMENTS

2.3 Other Expenditure (continued)

	2026	2025
	\$000s	\$000s
Accommodation expenses (a)		
Rental	197	176
Repairs and maintenance	53	66
Utilities, rates and charges	12	6
Total accommodation expenses	262	248

	2026	2025
	\$000s	\$000s
Other expenses (a)		
Audit fees	35	-
Repairs and maintenance	2	6
Internal audit fees	14	-
Other	29	6
Total accommodation expenses	80	12

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

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

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

NOTES TO THE FINANCIAL STATEMENTS

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:

3.1. Income from State Government

	2026	2025
	\$000s	\$000s
<u>Income received from other public sector entities during the period:</u>		
Department of Primary Industries and Regional Development - operational funding	1,731	714
Total grants and subsidies	<u>1,731</u>	<u>714</u>
	\$000s	\$000s
<u>Resources received from other public sector entities during the period:</u>		
Services received free of charge (a)	2,014	3,185
Total grants and subsidies	<u>2,014</u>	<u>3,185</u>
Total income from State Government	<u>3,745</u>	<u>3,899</u>

a) Support Services provided by Department of Primary Industries and Regional Development (DPIRD) to support the Commission in the fulfilment of its statutory functions and obligations under the *Regional Development 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 are recognised as income (and assets or expenses) equivalent to the fair value of the assets, or the fair value of those services that can be reliably determined and which would have been purchased if not donated.

NOTES TO THE FINANCIAL STATEMENTS

4. Right-of-use assets

	Residential Accommodation	2025	Total
	\$000s	\$000s	\$000s
Carrying amount at beginning of period	76	18	94
Additions	8	-	8
Depreciation	(30)	(9)	(39)
Net carrying amount as at end of period	54	9	63

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

Initial recognition

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

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

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

Subsequent measurement

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

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.

NOTES TO THE FINANCIAL STATEMENTS

4. Right-of-use assets (continued)

Depreciation and impairment of right-of-use assets (continued)

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

Where an asset measured at cost and 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	2025
	\$000s	\$000s
Trade receivables	12	-
GST receivable	23	14
Total current receivables	<u>35</u>	<u>14</u>
Accrued salaries account (a)	6	6
Total non-current receivables	<u>6</u>	<u>6</u>

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

NOTES TO THE FINANCIAL STATEMENTS

5.1. Receivables (continued)

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

Accrued salaries account contains amounts paid into the Treasurer's special purpose account, which since the Machinery of Government, is undertaken by the Department of Primary Industries and Regional Development. It is restricted for meeting the additional cash outflow for employee salary payments in reporting periods with 27 pay days instead of the normal 26. No interest is received on this account.

5.2. Amounts receivable for services (Holding Account)

	2026	2025
	\$000s	\$000s
Non-current		
Total	<u>195</u>	<u>195</u>

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	2025
	\$000s	\$000s
Current		
Trade payables	96	6
Accrued expenses	120	-
Accrued salaries	9	7
Total current payables	<u>225</u>	<u>13</u>

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.

NOTES TO THE FINANCIAL STATEMENTS

6. Financing

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

	Note
Lease liabilities	6.1
Cash and cash equivalents	6.2
Capital commitments	6.3

6.1. Lease liabilities

	2026	2025
	\$000s	\$000s
Current - not later than one year	43	38
Non-current - later than one year and not later than five years	23	59
Total	<u>66</u>	<u>97</u>

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.

NOTES TO THE FINANCIAL STATEMENTS

6.1. Lease liabilities (Continued)

Subsequent measurement

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

6.2. Cash and cash equivalents

	2026	2025
	\$000s	\$000s
Cash and cash equivalents	571	192
Restricted cash and cash equivalents - other	-	24
Total cash and cash equivalents	<u>571</u>	<u>216</u>

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

	Note
Financial instruments	7.1
Contingent assets and contingent liabilities	7.2

NOTES TO THE FINANCIAL STATEMENTS

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	2025
	\$000s	\$000s
Financial assets		
Cash and cash equivalents	571	216
Financial assets at amortised cost (a)	213	201
Total financial assets	<u>784</u>	<u>417</u>
Financial liabilities		
Financial liabilities at amortised cost (b)	291	110
Total financial assets	<u>291</u>	<u>110</u>

(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 contingent liabilities

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

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

8. Other Disclosures

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

	Note
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

NOTES TO THE FINANCIAL STATEMENTS

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 cabinet ministers 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	4
Compensation of senior officers (\$)		
300,001 - 350,000	-	1
250,001 - 300,000	1	-
200,001 - 250,000	2	-
150,001 - 200,000	-	3
	\$000s	\$000s
Total compensation for members of the accountable authority and senior officers	<u>899</u>	<u>988</u>

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

NOTES TO THE FINANCIAL STATEMENTS

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 dispensed with the audit for the year ended 30 June 2025 under section 14 of the *Auditor General Act 2006*.

NOTES TO THE FINANCIAL STATEMENTS

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.

4.4 SUMMARY OF AGENCY EFFECTIVENESS AND EFFICIENCY INDICATORS

Each year, the GEDC's performance is measured against two key performance indicators, one effectiveness and one efficiency indicator. These indicators are established through the Government's Outcomes Based Management Framework, prior to the commencement of the financial year, and relate to the GEDC's prescribed Government goals, desired outcomes and service.

These indicators evaluate GEDC's performance providing a regional development service to promote economic development and sustainable regional communities.

Key Effectiveness Indicator

The GEDC measures its effectiveness through an Annual Client Survey, conducted by an independent market research company. To help determine if the desired outcomes have been achieved, participants are asked to rate their satisfaction with the GEDC making a positive contribution to the economic development of the region. The indicator target and actual result, as measured through the 2025-26 Annual Client Survey, are provided below:

EFFECTIVENESS INDICATOR	2023 ACTUAL	2024 ACTUAL	2025 ACTUAL	2026 TARGET	2026 ACTUAL
The GEDC makes a positive contribution to the economic development of the region.	94%	90%	90%	85%	84%

Key Efficiency Indicator

To measure the relationship between services delivered and resources used, the GEDC's performance is also measured on the average cost per hour to promote economic development and sustainable regional communities. The efficiency target and actual result based on funding and hours worked, are as provided below:

EFFICIENCY INDICATOR	2023 ACTUAL	2024 ACTUAL	2025 ACTUAL	2026 TARGET*	2026 ACTUAL
Average cost per hour to promote economic development and sustainable regional communities.	\$137	\$127	\$209	\$172	\$166

Comments

Total hours worked were 21% below target and total cost of services (excluding grants) was 24% below target, resulting in an average cost per hour that was 4% lower and broadly in line with expectations. This variance was primarily driven by the timing of expenditure associated with the Kalgoorlie Rail Realignment Project, with a greater proportion of project costs now expected to be incurred in future financial years, reducing actual total cost of services in the current year. This also included vacancies in the Commission, which contributed to lower than anticipated hours worked.

4.5 KEY PERFORMANCE INDICATORS

For the year ended 30 June 2026

CERTIFICATION OF KEY PERFORMANCE INDICATORS

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



Terrence Winner
Chair
23 July 2026



Kris Starcevich
Chief Executive Officer
23 July 2026



4.5 KEY PERFORMANCE INDICATORS

Detailed information in support of Key Performance Indicators

Service Description and Relationship to Government Goals

The Goldfields-Esperance Development Commission delivers the Regional Development service to increase investment, attract and retain population and grow the economy of the Goldfields-Esperance region.

This service includes:

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

This service contributes to the Commission’s Desired Outcome by encouraging and promoting opportunities to increase investment and attract and retain population, growing the economy of the Goldfields-Esperance region. In doing so, the Commission also supports the delivery of the Western Australian Government’s goals of diversifying the economy, creating local jobs for the future, and supporting local regional communities to thrive.

GOVERNMENT GOAL	DESIRED OUTCOME	SERVICE
WA Jobs Plan: Diversifying the WA economy, creating local jobs for the future. Safe, Strong, and Fair Communities: Supporting our local regional communities to thrive.	Encourage and promote opportunities to increase investment, attract and retain population, and grow the economy of the Goldfields-Esperance region.	Regional Development

4.5 KEY PERFORMANCE INDICATORS

KEY EFFECTIVENESS INDICATOR

The key effectiveness indicator measures the extent to which performance contributes to improved client satisfaction.

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 consultant. 292 stakeholders were selected at identified stakeholders, comprising of Local, State and Commonwealth agencies, as well as private entities and non-government agencies. A total of 135 completed surveys were obtained from this client contract list (a response rate of 46.2%) which is sufficient to ensure that the overall results are representative of the opinions of the population of key clients within a possible sampling error of +/- 6.2% at the 95% confidence level.

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

The primary objective of the research was to obtain information from clients and stakeholders to provide a measure as to whether the Commission has met its primary goal, around “Client satisfaction with GEDC making a positive contribution to the economic development of the region”. The GEDC will continue to work towards maintaining these effectiveness targets in future years. Prior years is summarised in the following table.

EFFECTIVENESS INDICATOR	2023 ACTUAL	2024 ACTUAL	2025 ACTUAL	2026 TARGET	2026 ACTUAL
The GEDC makes a positive contribution to the economic development of the region.	94%	90%	90%	85%	84%

4.5 KEY PERFORMANCE INDICATORS

KEY EFFICIENCY INDICATOR

The Commission’s efficiency is measured by the average cost per chargeable hours 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 average total cost of services per hour as the key efficiency indicator.

Service - Regional Development

Service Description: to promote economic development and sustainable regional communities.

EFFICIENCY INDICATOR	2023 ACTUAL	2024 ACTUAL	2025 ACTUAL	2026 TARGET*	2026 ACTUAL
Average cost ₁ per hour ₂	\$137	\$127	\$209	\$172	\$166

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

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

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

Comments

Total hours worked were 21% below target and total cost of services (excluding grants) was 24% below target, resulting in an average cost per hour that was 4% lower than target and broadly in line with expectations. This variance was primarily driven by the timing of expenditure associated with the Kalgoorlie Rail Realignment Project, with a greater proportion of project costs now expected to be incurred in future financial years, reducing actual total cost of services in the current year. This also included vacancies in the Commission, which contributed to lower than anticipated hours worked.

4.6 MINISTERIAL DIRECTIVES

Section 25 (2) of the *Regional Development Commission Act 1993* requires that the text of any written direction from the Minister is to be recorded in the Annual Report. No Ministerial Directives were received by the Commission during the financial year.

4.7 OTHER FINANCIAL DISCLOSURES

Pricing Policies Of Services Provided

The GEDC does not charge for services rendered, and no list of fees and charges are published on the Commission’s website.

Capital Works

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

Employment and Industrial Relations

The CEO is the only employee of the Commission. As of 30 June 2026, the GEDC had 13 FTE employed through a Service Level Agreement via DPIRD, in order to meet its’ operational requirements.

Workers’ Compensation

There were no workers’ compensation claims during the reporting period for the Commission. Worker’s compensation claims for DPIRD allocated employees are reporting through their Annual Report.

Staff Development

The Commission is committed to professional development opportunities for its Board and staff. New Board members and staff participate in an induction process and complete online training modules provided by DPIRD and the PSC. Training and development plans are part of every employee’s performance agreement and reviewed regularly to meet changing needs.

During the reporting period, Board members and staff participated in various, online, external and in-house training. Staff development workshops, presentations and planning sessions were also held at staff meetings.

Staff Profile
Full Time – permanent*
Full Time – contract
Part Time measured on an FTE basis
Seconded in
CEO
Total agency staff

*Inclusive of DPIRD assigned staff.

2026
13
0
0
0
1
14

4.8 GOVERNANCE DISCLOSURES

Shares in Another Body

The Goldfields-Esperance Development Commission does not have shares in another body.

Insurance Premiums Paid to Indemnify Members of the Board

\$6,282.32 (inc GST) was paid via Marsh Pty Ltd, to indemnify all Board members against a liability incurred under Section 13 or 14 of the Statutory Corporation (Liability of Directors) Act 1996.

Senior Officers Interests

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

Annual Estimates for 2026-27

The Goldfields-Esperance Development Commission is not separately identifiable in the WA State Government annual estimates as it is aggregated together with the Department of Primary Industries and Regional Development and the eight other Regional Development Commissions in Division 15.

Section 40 of the *Financial Management Act 2006* requires that each statutory authority whose financial aggregates are not separately identifiable in a single Division of the Consolidated Account Expenditure Estimates prepare annual estimates unless otherwise directed in writing by the Treasurer. Agencies described in the Treasurer's Direction under Section 40(1) of the *Financial Management Act 2006* are exempt from preparing draft annual estimates.

Therefore, as the Commission is a statutory authority whose Total Cost of Services is less than ten million dollars for the two most recent consecutive comparative periods as reported in the tabled annual report, the Commission is exempt. The following annual estimates for 2026-27 were approved by the Chairperson, Chief Executive Officer and Chief Financial Officer, and noted by Minister Dawson MLC.

Statement of Comprehensive Income

EXPENSES	AMOUNT \$'000's
Salary Cap	1,968
Employee Benefits - Other	348
Supplies and Services	777
Accommodation	220
Depreciation and Amortisation	58
Grants and Subsidies Expenses	65
Other	25
TOTAL COST OF SERVICES	3,461
NET COST OF SERVICES	3,461
Income from State Government	-
Income from other State agencies	1,558
Services received free of charge	1,903
TOTAL INCOME FROM STATE	3,461
SURPLUS	(0)

4.9 OTHER LEGAL REQUIREMENTS

Advertising, Market Research, Polling and Direct Mail

In compliance with Section 175ZE of the *Electoral Act 1907*, the Commission monitors expenditure incurred in the relation to advertising agencies, market research, polling, direct mail and media advertising. The Commission incurred a total expenditure of **\$30,209.21** for 2025-26.

Expenditure was incurred in the following areas:

EXPENDITURE	DETAIL	AMOUNT
(a) Market research organisations	-	-
(b) Polling organisations	-	-
(c) Direct mail organisations	Mailchimp	\$733.76
(d) Media advertising organisations	Facebook Meta (\$140.32) Initiative Media (\$3,829.60) Seek (\$381.10) Linkedin (\$0) Business News (\$23,840.00) Esperance Weekender (\$707.73) Esperance Monthly (\$253.78) Miscellaneous Advertising (\$322.92)	\$29,475.45
(e) Advertising agencies		-
	TOTAL	\$30,209.21

Acts of Grace

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

Unauthorised Use of Credit Card

There was no unauthorised use or personal expenditure recorded this financial year.

Compliance with Public Sector Standards and Ethical Codes

The GEDC has had no compliance issues during the financial year regarding the Public Sector Standards, the WA Code of Ethics or the internal Code of Conduct. The Commission continues to review and update internal policies to ensure compliance with Public Sector Commission updates.

Record Keeping Plan

The *State Records Act 2000* requires the GEDC to have a record keeping plan and to comment in the Annual Report on compliance with the plan. In accordance with Section 28 of the *State Records Act 2000*, the record keeping plan is to be reviewed within five years of its approval date.

A review was undertaken and a report submitted to the State Records Office in February 2026, providing evidence of the GEDC's assessment of current record keeping practice. The report was noted by the State Records Commission at its May 2026 meeting. The next review of the GEDC Record Keeping Plan is due by March 2031.

The Commission staff are aware of their record keeping responsibilities and receive induction and ongoing training in relation to the agency's record keeping policies, practices and procedures.

Disability Access and Inclusion Plan (DAIP) Outcomes

The GEDC is committed to promoting an inclusive environment in which all people can access our services and facilities. DPIRD Access and Inclusion Plan 2024–29 is the current DAIP for the GEDC.

In accordance with the *Disability Services Act 1993* and Schedule 3 of the Disability Services Regulations 2004, the GEDC continues to implement strategies and initiatives that achieve seven access and inclusion outcomes identified and outlined below:

- People with disability have the same opportunities as other people to access the services of, and any events organised by the GEDC.
- People with disability have the same opportunities as other people to access the offices and other facilities of the GEDC.
- People with disability can request to receive information from the GEDC 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 the staff of the GEDC as other people receive.
- People with disability have the same opportunities as other people to make complaints to the GEDC.
- People with disability have the same opportunities as other people to participate in public consultation by the GEDC.
- People with disability have the same opportunities as other people to obtain and maintain employment with the GEDC.

A copy of the DPIRD Disability Access and Inclusion Plan can be found on the GEDC website.

4.10 GOVERNMENT POLICY REQUIREMENTS

Board and Committee Remuneration Entitlements

During the reporting period the Board met on seven occasions, which included one out-of-session meeting. The Risk Management and Audit Committee met on three occasions.

POSITION	MEMBER NAME	TYPE OF REMUNERATION	PERIOD OF MEMBERSHIP	TERM OF APPOINTMENT	BASE SALARY / SITTING FEES	GROSS / ACTUAL REMUNERATION (incl superannuation)
Chair	Terrence Winner	Stipend	12 months	6 years	\$47,250	\$52,750.88
Member	Timothy Carmody	Sitting Fees	12 months	4.5 years**	\$422 per half-day meeting and \$680 per full-day meeting	\$9,237.92*
Member	Jaimen Hudson	Sitting Fees	12 months	5 years	\$422 per half-day meeting and \$680 per full-day meeting	\$5,015.36*
Member	Sarsha Lander	Sitting Fees	12 months	3 years	\$422 per half-day meeting and \$680 per full-day meeting	\$5,519.84*
Member	Katrina Stubbs	Sitting Fees	12 months	3 years	\$422 per half-day meeting and \$680 per full-day meeting	\$1,890.56
Chief Executive Officer	Kris Starcevich	N/A	12 months	-	-	-

*Inclusive of Risk Management and Audit Committee Sitting Fees

**Continuing on a rolling-term at the time of this report.

Consultant Expenditure

Consultant's engaged under a fee for service contract to provide professional advice or information that includes strategic advice for the State Government to act on.

Engagement of consultants greater than \$50,000:

GEDC did not make any payments to consultants within financial year 2025-26, this excludes resources received free of charge from Department of Primary Industries and Regional Development (DPIRD) which is reported within DPIRD's Annual Report.

Engagement of consultants less than \$50,000:

No consultants were engaged during the reporting period.

Occupational Safety, Health and Injury Management

The GEDC acknowledges its direct and shared responsibilities with DPIRD under the *Work Health and Safety Act 2020*. The CEO is the only employee of the GEDC and is trained in WHS and injury management responsibilities. Staff members provided by DPIRD are trained in WHS enabling formal mechanism of consultation on WHS matters. The Commission provides staff with guidance on safe work practices and all staff are required to comply with DPIRD and GEDC WHS policies and procedures. Employees are required to conduct themselves in a safe manner, not placing themselves or others at risk. Contractors working onsite are also required to conduct their activities in a manner that ensures the safety, health and welfare of others.

The Commission ensures all its safety equipment is serviced as advised by the manufacturer and DPIRD WHS guidance. Officers are responsible for regular inspections and the compliance register. The GEDC has received zero provisional improvement notices. The GEDC is committed to consulting with Board members and staff on WHS matters including:

- A strong focus on WHS policy and procedures and hazard identification / incident reporting procedures during induction.
- WHS Committee meetings listing any hazards reported, communication of WHS directives and site reviews.
- WHS standing agenda item of Board meetings, RMAC meetings, quarterly staff meetings and regularly discussed at weekly team meetings.

**The Chief Executive Officer is the only employee of the Commission. Resources, including staff, are provided by the Department of Primary Industries and Regional Development to enable the Commission to meet its legislative objectives. As such the current number of managers employed by the Commission who are trained in occupational safety, health and injury management is nil.*

MEASURE	RESULTS 2023/24	RESULTS 2024/25	RESULTS 2025/26	TARGETS
Number of fatalities	0	0	0	0
Incidence of work-related injury or illness	0	0	0	Reduce by 2% per year and 15% by 2033 compared with 2023 incidence rate
Incidence rate of serious claims with one or more weeks' lost time	0	0	0	Reduce by 2.5% per year and 20% by 2033 compared with 2023
Incidence rate of claims resulting in permanent impairment	0	0	0	Reduce by 2% per year and 15% by 2033 compared with 2023
Incidence rate of work-related respiratory disease	0	0	0	Reduce by 2.5% per year and 20% by 2033 compared with 2023
Managers and supervisors trained in: work health and safety as relevant to the PCBU's risk profile; and	Nil	Nil	Nil	Greater than or equal to 80% of cohort trained within last two (2) years
Injury management	0	0	0	Greater than or equal to 80% of cohort trained within last five (5) years
Percentage of workers returned to work on full duties and hours (i) within 13 weeks	0	0	0	No target
Percentage of workers returned to work on full duties and hours (ii) within 26 weeks	0	0	0	Greater than or equal to 70% returned to work within 26 weeks
Agency has a WHS management system that has been independently assessed in last five years	No	No	No	Yes
Consultative systems:				
1. Number of health and safety representatives				
1. in total;				
2. who have attended HSR training;				
3. shown as a percentage of workers;	0	0	0	No Target
4. shown as a ratio to the number of workplaces occupied by the Agency; and				
2. Name/s of health and safety committees and sub-committees				

Committees – DPIRD Local Occupational Health and Safety Committee (OHS)

A local DPIRD WHS Committee is operational at both the Kalgoorlie-Boulder and DPIRD Esperance offices. The Committee runs independent meetings, identifying any hazards reported, communicating WHS directives and conducting site reviews by the Responsible Officers on Site. Minutes from meetings are tabled at GEDC Board meetings and updates provided to Risk Management and Audit Committee meetings. Minutes are uploaded to DPIRDs record management system.

WA Multicultural Policy Framework

The GEDC is included in the DPIRD Multicultural Plan 2021-26 and is committed to providing goods, services, facilities and employment opportunities that meet the different needs and aspirations of the Culturally and Linguistically Diverse (CaLD) communities of the region. A copy of the DPIRD Multicultural Plan 2021-26 can be found on its website.

The DPIRD Multicultural Plan 2021–26 sets outcomes and strategies in which the GEDC will work to achieve the three policy priorities:

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

The GEDC supports the policy priorities by acknowledging and celebrating community multicultural events.

Substantive Equality

Substantive Equality recognises that while some systems and processes may appear as non-discriminatory, they may not be fully responsive to the needs and aspirations of different people and groups and as a result, can unintentionally create further inequalities. GEDC is

committed to identifying and eliminating barriers where they exist.

Agency Capability

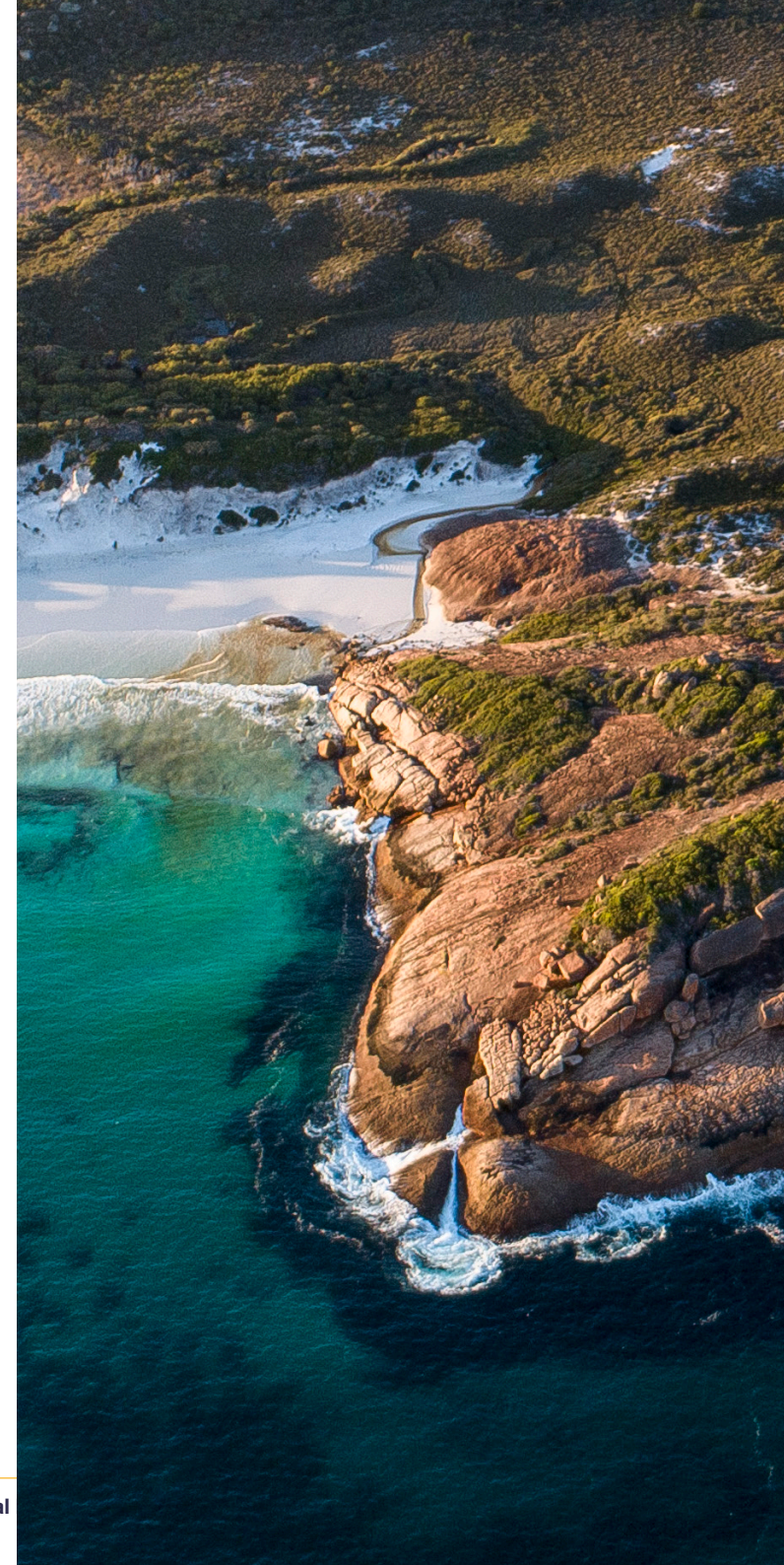
The Department of Primary Industries and Regional Development was selected for the Public Sector Commission's Capability Review Program in 2023. The GEDC continues to work closely with DPIRD to ensure key outcomes are met in any DPIRD resources received free of charge.

Workforce Inclusiveness

The GEDC maintains its commitment to a diverse and inclusive workplace. Research shows agencies that value diversity and inclusion achieve greater staff satisfaction, better customer service outcomes, and improved decision making. The workplace is more connected, motivated, and productive. The GEDC works closely with DPIRD to implement workforce inclusiveness requirements.

Closing the Gap

The GEDC maintains its commitment to socioeconomic outcomes for Aboriginal and Torres Strait Islander people and communities. Our contribution to the National Agreement on Closing the Gap is identified and reported through DPIRD's combined efforts across all Regional Development Commissions. To see the GEDC's specific outcomes for Aboriginal Empowerment and Prosperity, see section 3.1.4.



APPENDIX 1: REGIONAL INVESTMENT

Regional Economic Development (RED) Grants Program

Round 8 of the State Government's Regional Economic Development (RED) Grants Program supported six successful Goldfields-Esperance projects with total funding of \$635,000.

To date the RED Grants Program has invested in 37 projects in the Goldfields-Esperance region, with total funding of \$5.3 million. These projects have contributed to the economic and social development of the region by unlocking potential of many local organisations and businesses over the past eight years.

REDs Grant projects from Rounds 1 and 2 have been completed and fully acquitted with projects from Round 3 being fully acquitted in the reporting period.

RED GRANT ROUND 3 2020-21	PROJECTS	FUNDED AMOUNT	PROJECT COST	PROJECT STATUS
Curtin University	Goldfields Fit-for-purpose Industrial Water Supply Research	\$200,000	\$317,000	Acquitted
Paupiyala Tjarutja Aboriginal Corporation	Tjuntjuntjara Microgrid and Battery Storage Project	Nil	-	Withdrawn
Esperance Tjaltjraak Native Title Aboriginal Corporation	New Skills Ancient Practices	\$136,500	\$306,937	Acquitted
Esperance Honey	Facility Upgrade and B-Qual Certification	\$133,200	\$193,290	Acquitted
Eastern Goldfields Historical Society	Kanowna Historic Site and Heritage Trail	\$105,500	\$103,679	Acquitted

RED GRANT ROUND 4 2021-22	PROJECTS	FUNDED AMOUNT	PROJECT COST	PROJECT STATUS
Australian Potash Ltd	Laverton Training Centre	\$250,000	\$327,398	Acquitted
Seas It All Pty Ltd	Access Esperance project	\$200,000	\$674,648	In Progress
Goldfields Machining	Hydraulic Cylinder Repair Bench	\$75,000	\$236,000	Acquitted
Yirri Grove Pty Ltd	Increasing capacity of Award Winning Yirri Grove Olive Oil	\$60,000	\$72,336	Acquitted

RED GRANT ROUND 5 2022-23	PROJECTS	FUNDED AMOUNT	PROJECT COST	PROJECT STATUS
Trustee of the Ned Baker Family Trust (Bread Local)	Powering the Future of Bread Local	\$129,000	\$282,750	Acquitted
Judumul Aboriginal Corporation	Judumul Cultural Hub	\$113,000	\$125,500	In Progress
Target Mining Resources Pty Ltd	Core Processing Training Facility	Nil		Withdrawn
Shire of Wiluna	Wiluna Caravan Park (stage 1B)	\$200,000	\$759,362	Acquitted

Regional Economic Development (RED) Grants Program cont.

RED GRANT ROUND 6 2023-24	PROJECTS	FUNDED AMOUNT	PROJECT COST	PROJECT STATUS
MAS Equipment Pty Ltd	Cobot: Leading the Way in Regional Automation	\$85,000	\$171,461	Acquitted
Hamlet Resources Pty Ltd (Kai Rho Contracting)	Real Time Training	\$235,000	\$563,000	In Progress
Bedford Harbour Engineering	Project Gantry – Enabling the manufacture of silos and other equipment in the region	\$235,000	TBC	In Progress
RED GRANT ROUND 7 2024-25	PROJECTS	FUNDED AMOUNT	PROJECT COST	PROJECT STATUS
The Trustee for The Rowe Family Trust (Esperance Smash Repairs)	Back on the Road Sooner – The Installation of a State-Of-The-Art Automotive Spray Booth	\$145,000	\$305,017	Acquitted
Empowering People in Communities (Epic) Inc	EpiCafe Expansion	\$240,000	\$300,000	In progress
Drake-Brockman Building and Construction Pty Ltd	Cabinetry and Wall Framing Workshop	\$250,000	\$839,666	Acquitted
Demolition WA	Class A Asbestos Removal - Goldfields Esperance Regional Business	\$125,000	\$246,000	In progress
Hydramech Engineering Pty Ltd	Acquisition of advanced CMM machine for Hydramech Engineering.	\$90,000	\$190,681	Acquitted
The Trustee for Daw Unit Trust (Hopetoun Beachside Caravan Park)	Providing Accessible and Family Friendly Tourist Accommodation in Hopetoun	\$200,000	\$464,935	In progress
RED GRANT ROUND 7 2024-25	PROJECTS	FUNDED AMOUNT	PROJECT COST	PROJECT STATUS
H & S Leeson Pty Ltd	Renewable Energy Workshop and Training Spaces	\$250,000	\$1,464,342	In progress
Elpha Contracting Pty Ltd	Roger Street Facility Expansion	\$100,000	\$365,800	In progress
SEA Heavy Diesel	SEA Heavy Diesel Expansion	\$39,000	\$78,000	In progress
Westralia Holdings	Construction Innovation: Waffle Pod technology	\$65,000	\$118,970	In progress
Pitbull Services Pty Ltd	Kambalda Vehicle Recovery and Recycling Project	\$138,000	\$278,949	In progress
Goldfields Testing Laboratory Pty Ltd	Providing local RDP testing services	\$43,000	\$86,000	In progress

Goldfields-Esperance Large Grants 2021

RECIPIENT	LOCATION	FUNDED AMOUNT	PROJECT STATUS
City of Kalgoorlie-Boulder - Boulder Camp Upgrade	Kalgoorlie - Boulder	\$510,000	In Progress
Full Circle Therapy Mason's House Project	Kalgoorlie - Boulder	\$2,767,000	Acquitted
City of Kalgoorlie-Boulder - Kalgoorlie-Boulder Youth Precinct	Kalgoorlie - Boulder	\$2,100,000	Complete
Kalgoorlie-Boulder Urban Landcare Group - Karlkurla Nature Playground	Kalgoorlie - Boulder	\$600,000	Acquitted

Goldfields-Esperance Small Grants 2021

A total of 52 projects have been funded through the 2021 Small Grants program, for a total of \$1,335,400. Below are the remaining projects finalising completion.

RECIPIENT	LOCATION	FUNDED AMOUNT	PROJECT STATUS
Eastern Goldfields Little Athletics Association New Canteen	Kalgoorlie-Boulder	\$19,000	Withdrawn
Shire of Dundas Norseman – Tourism projects	Norseman	\$80,000	Complete
Laverton Dirt Go-Kart Equipment	Laverton	\$80,000	In Progress

Goldfields-Esperance Large Grants 2025

RECIPIENT	LOCATION	FUNDED AMOUNT	PROJECT STATUS
Goldfields Masonic Homes - Pringle Village (Stage 2)	Kalgoorlie-Boulder	\$20,000,000	In Progress
Shire of Leonora – Drive-in Theatre	Leonora	\$300,000	In Progress
City of Kalgoorlie-Boulder - LED Streetlights Upgrade	Kalgoorlie-Boulder	\$2,500,000	In Progress - Stage 1 Complete

Goldfields-Esperance Small Grants 2025

A total of 32 projects have been funded through the 2025 Small Grants program, for a total of \$1,262,000.

RECIPIENT	LOCATION	FUNDED AMOUNT	PROJECT STATUS
Eastern Goldfields Kart Club – Commercial Kitchen	Kalgoorlie-Boulder	\$30,000	Acquitted
PCYC – Flooring	Kalgoorlie-Boulder	\$30,000	Acquitted
Boulder Bowling Club – Playground	Kalgoorlie-Boulder	\$40,000	Acquittal in progress
Kalgoorlie International Speedway – playground	Kalgoorlie-Boulder	\$30,000	In Progress
Community Nature Playground	Menzies	\$40,000	In Progress
Eastern Goldfields Hockey Association – Playground	Kalgoorlie-Boulder	\$30,000	In Progress
Kennedy Park - Upgrades	Kalgoorlie-Boulder	\$80,000	Acquitted
Norseman Community – basketball/netball/tennis and pickleball courts and pump track	Norseman	\$100,000	In Progress
Kambalda Youth Centre – rebuild, refit and repurpose	Kambalda	\$100,000	In Progress
Tupper St Park - Fencing and football posts	Kalgoorlie-Boulder	\$50,000	In Progress
Norkal Park – Fencing and solar lighting	Kalgoorlie-Boulder	\$50,000	In Progress
Rainsford Loop Park – fencing	Kalgoorlie-Boulder	\$50,000	Withdrawn
Laverton Sport Complex – Toilet block	Laverton	\$50,000	In Progress
Pringle Village Retirement home – solar panels	Kalgoorlie-Boulder	\$50,000	Acquitted
Kalgoorlie Bowling Club – artificial turf	Kalgoorlie-Boulder	\$70,000	Acquitted
Golden Quest Discovery Trail – signage update	Menzies	\$30,000	In Progress

Goldfields-Esperance Small Grants 2025 Continued

A total of 32 projects have been funded through the 2025 Small Grants program, for a total of \$1,262,000.

RECIPIENT	LOCATION	FUNDED AMOUNT	PROJECT STATUS
Sandalwood Family Centre – shade sails	Kalgoorlie-Boulder	\$20,000	Acquitted
Palace Theatre Recreation Centre – repairs and upgrades	Kalgoorlie-Boulder	\$50,000	Complete
Sewell Park – Scooter Park	Kalgoorlie-Boulder	\$40,000	In Progress
Kambalda Community Garden Upgrades	Kambalda	\$15,000	In Progress
Esperance Care Services – solar panels and computer upgrades	Esperance	\$60,000	Complete
Shire of Esperance – Yarning Circle	Esperance	\$30,000	In Progress
Kalgoorlie dance and cheer association – air conditioners	Kalgoorlie-Boulder	\$30,000	Acquitted
Coolgardie RSL – upgrades	Coolgardie	\$30,000	Acquitted
Esperance Mechanical Restoration Group	Esperance	\$5,000	Acquitted
GFL – Digger Daws Oval – scoreboard	Kalgoorlie-Boulder	\$40,000	In Progress
Hannans Club - Upgrades	Kalgoorlie-Boulder	\$20,000	Acquitted
Kalgoorlie Tennis Club	Kalgoorlie-Boulder	\$60,000	In Progress
Stage Left – Audio Equipment	Kalgoorlie-Boulder	\$5,000	In Progress
Goldfields Repertory Club – audio equipment	Kalgoorlie-Boulder	\$5,000	Complete
Ports Football Club – score board	Esperance	\$7,000	Acquitted
South Sea Shantymen – music equipment	Esperance	\$5,000	Acquitted

GEDC Strategic Initiatives Funding (Commenced 2022-23)

PROGRAM	RECIPIENT	FUNDED AMOUNT	PROJECT STATUS
Phase One: WA Museum of the Goldfields Redevelopment Project	Museum of the Goldfields	\$45,000	Acquitted
Hopetoun Foreshore Precinct Masterplanning	Shire of Ravensthorpe	\$50,000	In Progress

GEDC Strategic Initiatives Funding (Commenced 2023-24)

PROGRAM	RECIPIENT	FUNDED AMOUNT	PROJECT STATUS
GIHO Development of Employment and Training Project / Program	Goldfields Indigenous Housing Organisation (GIHO)	\$5,000	In Progress
Esperance Business and Industry Events (Converge Esperance)	Esperance Chamber of Commerce and Industry	\$60,000	Acquitted
Economic Development Strategy	Tjiwarl (Aboriginal Corporation) RNTBC	\$50,000	In Progress
Esperance Tourism Data Dashboard	Australia's Golden Outback	\$10,000	Acquitted
Northern Goldfields Economic Prospectus	Shire of Leonora	\$50,000	Acquitted
Activ8 Kalgoorlie CBD Project	Kalgoorlie-Boulder Chamber of Commerce and Industry (KBCCI)	\$10,000	Acquitted
Ravensthorpe and Hopetoun Business & Employment Support Package	Fitzgerald Business Network Inc	\$15,000	Acquitted
Arts and Culture Summit Kalgoorlie-Boulder Travel Bursaries Gathering	Arts and Culture Goldfields Association t/a Artgold	\$25,000	Acquitted
Wiluna Townsite Development Masterplan	Shire of Wiluna	\$30,000	In Progress

GEDC Strategic Initiatives Funding (Commenced 2024-25)

PROGRAM	RECIPIENT	FUNDED AMOUNT	PROJECT STATUS
Esperance Workers Accommodation Business Case– Housing Modelling	Shire of Esperance	\$5,000	In Progress
ECCI Activ8 Esperance Project	Esperance Chamber of Commerce and Industry	\$10,000	Acquitted
Seaview Village Business Case	Shire of Ravensthorpe	\$20,000	In Progress
Tjiwarl Aboriginal Corporation – Economic Empowerment Working Group – Housing Analysis	Tjiwarl (Aboriginal Corporation) RNTBC	\$50,000	In Progress
South Coast Tourism Initiatives 2024-25	Shire of Ravensthorpe	\$20,000	In Progress
South Coast Transition Plan Project	Great Southern Development Commission	\$50,000	In Progress

GEDC Strategic Initiatives Funding (Commenced 2025-26)

PROGRAM	RECIPIENT	FUNDED AMOUNT	PROJECT STATUS
Esperance Business and Industry Forum (Converge Esperance)	Esperance Chamber of Commerce and Industry	\$30,000	In Progress
Esperance Workers Accommodation Project	Shire of Esperance	\$5,000	In Progress
Goldfields-Esperance Tourism Data Dashboard	Australia's Golden Outback	\$15,000	In Progress
Workforce Attraction Initiative (#SoKal)	Kalgoorlie-Boulder Chamber of Commerce and Industry (KBCCI)	\$15,000	In Progress
Ravensthorpe Fire Recovery Event	Ravensthorpe Agricultural initiative Network (RAIN)	\$5,000	In Progress
Mirning Economic Development Strategy	WA Mirning People Aboriginal Corporation RNTBC	\$50,000	In Progress
Southern Exposure Art Exhibition	FORM	\$15,000	In Progress
Goldfields-Esperance Showcase	Kalgoorlie-Boulder Chamber of Commerce and Industry (KBCCI)	\$20,000	Acquitted
RRR Network Regional Roadshow Events – Kalgoorlie-Boulder and Esperance	Rural Regional Remote Women's Network of Western Australia	\$9,000	In Progress
GABC Indigenous Leadership and Business Networking Reception	Goldfields Aboriginal Business Chamber	\$5,000	Acquitted
Taste of the World	Esperance Community Arts	\$5,000	Acquitted
What's Down the Track Forum	Kalgoorlie-Boulder Chamber of Commerce and Industry (KBCCI)	\$5,000	In Progress
Esperance NAIDOC Events	Esperance Tjaltjraak Native Title Aboriginal Corporation	\$5,000	Acquitted
Feasibility Study - Esperance RUSH	-	\$29,994.00	Acquitted
Outback Way Social Impacts Assessment	The Ngaanyatjarra Council Group	\$100,000	Acquitted

APPENDIX 2: ACRONYMS

ACRONYM	NAME
AED	Aboriginal Economic Development
CKB	City of Kalgoorlie-Boulder
CME	Chamber of Minerals and Energy
CRC	Community Resource Centre
CRC TIME	Cooperative Research Centre Transformations in Mining Economies
DEED	Department of Energy and Economic Diversification
DEWR	Department of Employment and Workplace Relations
DJTSI	Department of Jobs, Tourism, Science and Innovation
DMIRS	Department of Mines, Industry Regulation and Safety
DPIRD	Department Primary Industries and Regional Development
DOC	Department of Communities
DOF	Department of Finance
DPLH	Department of Planning, Lands and Heritage
DTMI	Department of Transport and Major Infrastructure
DTWD	Department of Training and Workforce Development
ECCI	Esperance Chamber of Commerce and Industry
EDA	Economical Development Australia
FBN	Fitzgerald Business Network
GABC	Goldfields Aboriginal Business Chamber
GALC	Goldfields Aboriginal Language Centre
GCR	Great Central Road
GMEP	Goldfields Migrant Employment Program
GROH	Government Regional Officers' Housing
GTE	Government Training Enterprise
GVROC	Goldfields Voluntary Regional Organisation of Councils
ICT	Information and Communication Technology

ACRONYM	NAME
KBCCI	Kalgoorlie-Boulder Chamber of Commerce and Industry
KCGM	Kalgoorlie Consolidated Gold Mine
KPI / KEI	Key Performance Indicators / Key Efficiency Indicators
KRRP	Kalgoorlie Rail Realignment Project
LCA	Local Content Adviser
LGA	Local Government Authority
METS	Mining Equipment, Technology and Services
MIPG	Mining Industry Partnership Group
OAG	Office of Auditor General
OHDC	Outback Highway Development Council
PBC	Prescribed Body Corporate
RDAGE	Regional Development Australia Goldfields-Esperance
RDRP	Regional Drought Resilience Plan
RCC	Regional Coordinating Committee
RDC	Regional Development Commission
RDCo	Regional Development Council
RED	Regional Economic Development (Grant)
SEPWA	South East Premium Wheatgrowers Association
SIA	Strategic Industrial Area
SLA	Service Level Agreement
SME	Small to Medium-sized (Business) Enterprise
WALGA	WA Local Government Association
WARDA	Western Australian Regional Development Alliance
WASM	WA School of Mines





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