Gascoyne Development Commission

ANNUAL REPORT 2025 | 2026



GOVERNMENT OF WESTERN AUSTRALIA

GASCOYNE DEVELOPMENT COMMISSION

Creating the climate for growth

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Cover Image: Quobba Station, Carnarvon
2026 Perth Airport Tourism Conference Sundowner
Photo credit: Tourism Council WA

Back Cover Image: Gascoyne Regional Arts Plan Commission, by Artist Sadie James
Photo credit: Sadie James

INTRODUCTION OVERVIEW OPERATIONS DISCLOSURES & COMPLIANCE

Acknowledgement of Country

The Gascoyne Development Commission (GDC) acknowledges the Yinggarda, Baiyungu, Malgana, Thudgari, Thalanyji and Wajarri peoples as the Traditional Custodians of the lands on which we work. We pay our respects to Elders past, present, and emerging, and honour the enduring cultural, spiritual and educational traditions of Aboriginal and Torres Strait Islander peoples across the nation.

We recognise the unbroken connection First Nations peoples hold with Country – a relationship that spans tens of thousands of years and continues to shape the identity, knowledge, and resilience of our communities today. Their stewardship of land, water and culture is integral to our region's past, present and future. We also acknowledge the vital role Aboriginal and Torres Strait Islander peoples have played, and continue to play, in shaping the economic and social fabric of the Gascoyne region.

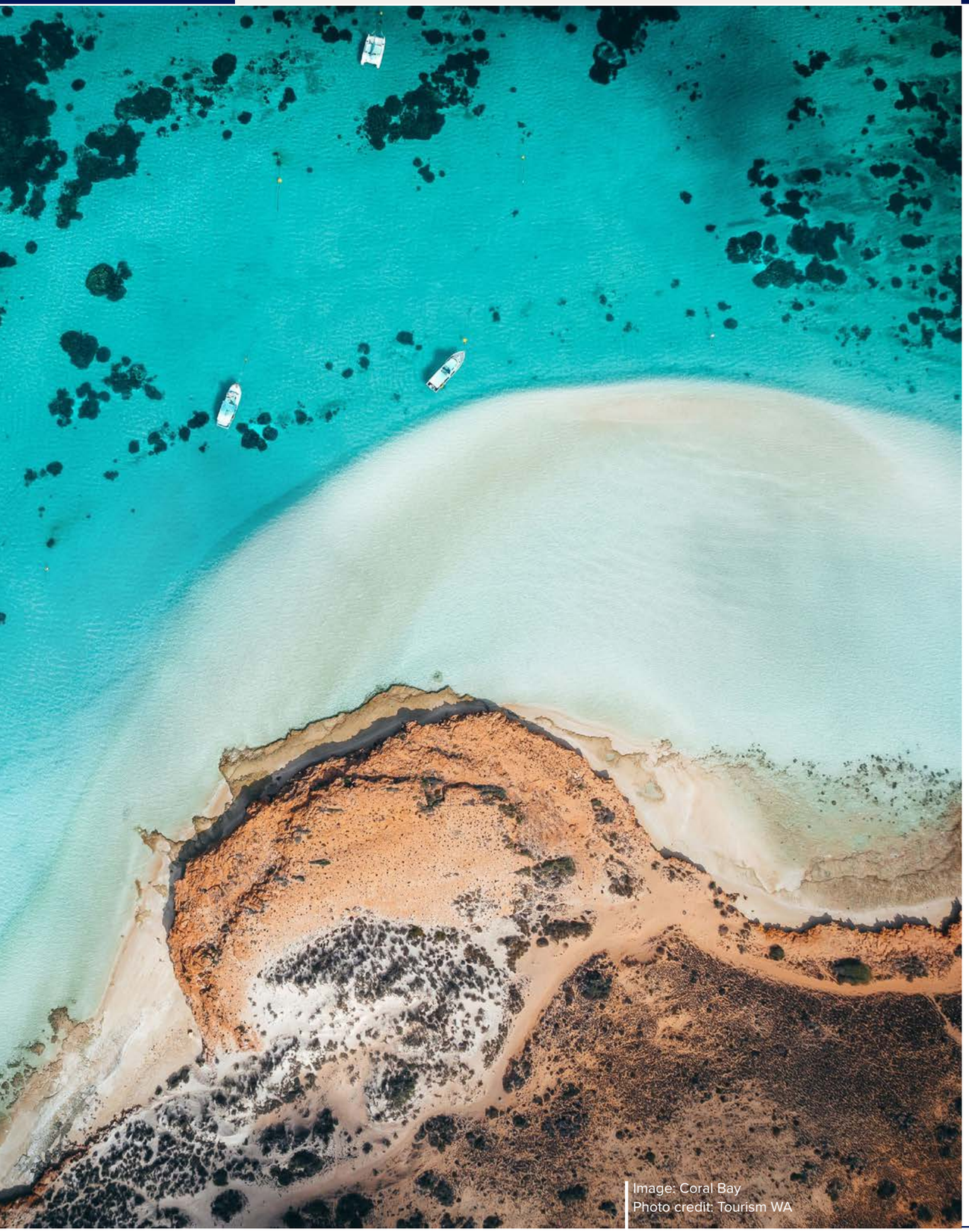


Image: Coral Bay
Photo credit: Tourism WA

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INTRODUCTION

Statement of Compliance

For the year ended 30 June 2026

Hon. Stephen Dawson MLC

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

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

The Annual Report has been prepared in accordance with the provisions of the *Financial Management Act 2006* and every other relevant written law.



Burke Maslen
Chairperson

27 August 2026



Timothy Bray
Chief Executive Officer

27 August 2026

Welcome

This Annual Report outlines the activities and performance of the Gascoyne Development Commission for the financial year ending 30 June 2026.

During the year, the Commission delivered its functions in a complex operating environment across the region, requiring a coordinated and adaptive approach to supporting communities, industry and stakeholders.

The report provides an overview of the Commission's work across its strategic priorities, including the actions taken to maintain progress and enable regional development outcomes under these conditions.

The report is submitted to the Minister for Regional Development and tabled in the Parliament of Western Australia in accordance with statutory requirements.

A Message from the Chair

It's my pleasure to present the Gascoyne Development Commission's 2025–26 Annual Report, my second as Chair of the Board. This has been a year of meaningful progress across the Gascoyne, where steady progress has mattered more than big statements.

The year began and ended with two standout moments that showcased the Gascoyne at its very best; the deployment and final installation of Carnarvon's artificial reef, one of the largest in the Southern Hemisphere, and the incredible WA Tourism Conference in Carnarvon. The Commission's opening sundowner at Quobba Station, attended by Ministers Hannah Beazley and Reece Whitby, left delegates with a lasting impression of our spectacular coastline, pastoral landscapes and tourism potential.

Across the region, the Commission continued to support initiatives that strengthen local communities and diversify the economy. Regional Economic Development Grants delivered practical outcomes for local businesses, while important milestones included the release of the Carnarvon Port Study, increased funding for the Gascoyne Food Festival and support for the expansion of the Gascoyne Junction townsite in partnership with Yinggarda Aboriginal Corporation, Traditional Owners and the Shire of Upper Gascoyne.

A significant focus this year was the development of the Commission's Strategic Plan 2026–30, which reinforces our commitment to working collaboratively, strengthening partnerships and ensuring the Commission remains a visible, trusted and effective partner in regional development.

The beginning of 2026 also reminded us of the challenges our region faces. Four natural disasters in less than three months, culminating in Severe Tropical Cyclone Narelle, had a devastating impact on communities, businesses and key industries across the Gascoyne.

The Commission worked closely with government and industry to connect affected businesses with support and contributed to an economic impact assessment identifying close to $270 million in damage and ongoing economic losses. Our tourism, hospitality, horticulture, pastoralism and fishing sectors were particularly hard hit and the recovery effort is ongoing, but the grit and resilience of the Gascoyne community has been remarkable.

On behalf of the Board, I thank CEO Tim Bray and the Commission's staff for their professionalism, dedication and commitment throughout the year, and I thank my fellow Board members for their guidance and valued contributions.



I extend my sincere thanks to outgoing Board members Dan Kuzmicich and Cheryl Cowell for their many years of service, and congratulate Kevin Leahy on his appointment as Deputy Chair. I also welcome new Board members Tracey Tonga, Mark Smith and Jackie Brooks, and look forward to working with them in the years ahead.

The Commission's achievements are only possible through strong partnerships across government, industry, Aboriginal organisations and the community. I look forward to continuing this collaborative approach as we build an even stronger future for the Gascoyne.

Burke Maslen
Chair, Gascoyne Development Commission

A Message from the CEO

With my Chair, the Board and staff of the Gascoyne Development Commission, I'm proud to present our Annual Report for 2025–26. Across the Gascoyne, we delivered important outcomes that were practical, incremental and achieved through strong partnerships. Working with strong, committed advocates and frequent visitors like the Minister for Regional Development, the Hon. Stephen Dawson, the Minister for the Gascoyne, the Hon. Hannah Beazley and all our partners locally and across the state, these collective efforts are helping deliver a stronger future for the Gascoyne.

Throughout 2025–26, the Commission has worked across the region as communities and industries continued to adapt to changing economic, social and climatic conditions. We have remained focused on bringing people together, maintaining momentum on key issues, removing barriers and helping projects move forward.

One of the more significant pieces of work this year has been the development of the Strategic Plan 2026–30. It provided an opportunity to step back and ensure our efforts align with the region's priorities. Our review confirmed that our work aligns closely with the State's Regional Development Framework, providing a strong foundation for the 2026–30 Strategic Plan.

We will continue to focus on building the conditions needed for growth. Housing remains a major constraint, and the Commission has worked with partners to help unlock land, progress enabling infrastructure and support accommodation development. This work takes time, but it is fundamental to regional growth and delivers long-term benefits.

Programs such as the Regional Economic Development (RED) Grants have continued to deliver tangible outcomes across the region. From improved childcare services, to high-tech satellite tracking, to enhanced retail services, RED Grants continue to deliver strong outcomes from modest investment.

There has also been a strong focus on community coordination, with important initiatives underway in Coral Bay, Shark Bay, Gascoyne Junction, Burringurrah and Exmouth, as well as across the region's rangelands. Our work with Aboriginal people remains a priority, and initiatives such as Carnarvon Common Ground are bringing agencies and organisations together to support better collaboration and more consistent outcomes.

We have also continued to work with industry proponents in areas such as renewable energy and critical minerals, where we see strong opportunities alongside the region's established industries in horticulture, pastoralism, tourism, mining and aquaculture. These sectors present real opportunities for the Gascoyne, and our focus has been on ensuring development delivers lasting regional benefit.

I would like to thank the GDC team for their commitment and professionalism, the Board for its continued support, and our partners across the region for working alongside us throughout an exciting year.

Tim Bray
CEO, Gascoyne Development Commission

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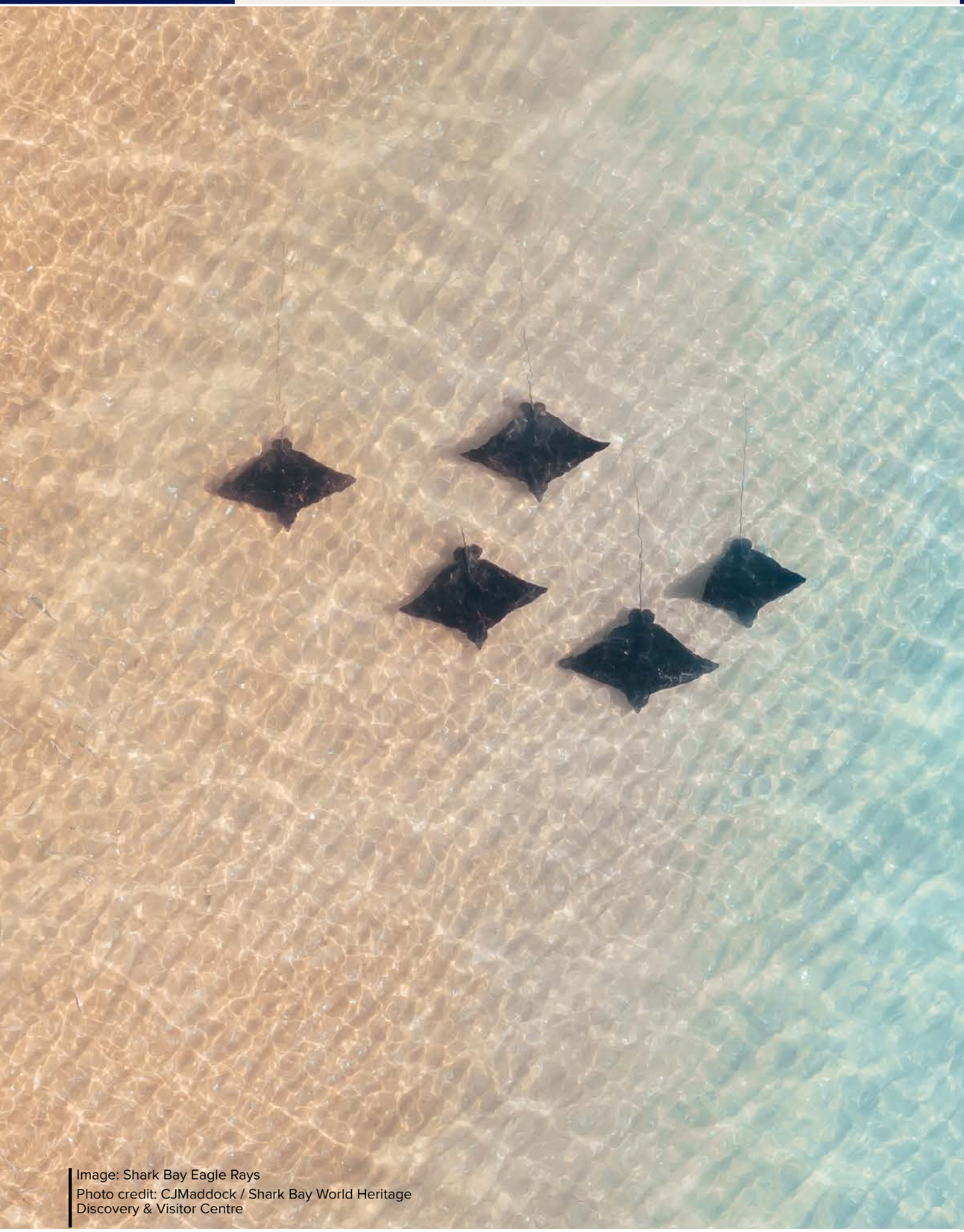


Image: Shark Bay Eagle Rays
Photo credit: CJMaddock / Shark Bay World Heritage Discovery & Visitor Centre

Executive Summary

The Gascoyne has experienced a demanding yet productive year in 2025-26. Despite extreme weather events and ongoing regional challenges, the Commission maintained a strong focus on regional development, working closely with local governments, industry, community organisations and government agencies to advance economic, social and infrastructure priorities.

Key efforts centred on unlocking regional growth opportunities, strengthening community resilience, and improving coordination across all levels of government.

Key Highlights

- Delivered RED Grants across the region
- Developed the GDC Strategic Plan 2026-2030
- Hosted multiple visits by Minister Dawson and Minister Beazley across the Gascoyne
- Partnered with the Shire of Carnarvon for the 2026 Perth Airport WA Tourism Conference
- Launched Carnarvon Common Ground
- Rebuilt after a heatwave, two cyclones, and a flood
- Progressed the regional infrastructure pipeline
- Partnered with the Gascoyne Food Festival 2025
- Collaborated with all 4 LGAs to deliver the Gascoyne Regional Arts Plan
- Published the Gascoyne Regional Drought Resilience Plan

OVERVIEW



Image: Zuytdorf Cliffs, Shark Bay
Photo credit: CJMaddock / Shark Bay World Heritage Discovery & Visitor Centre

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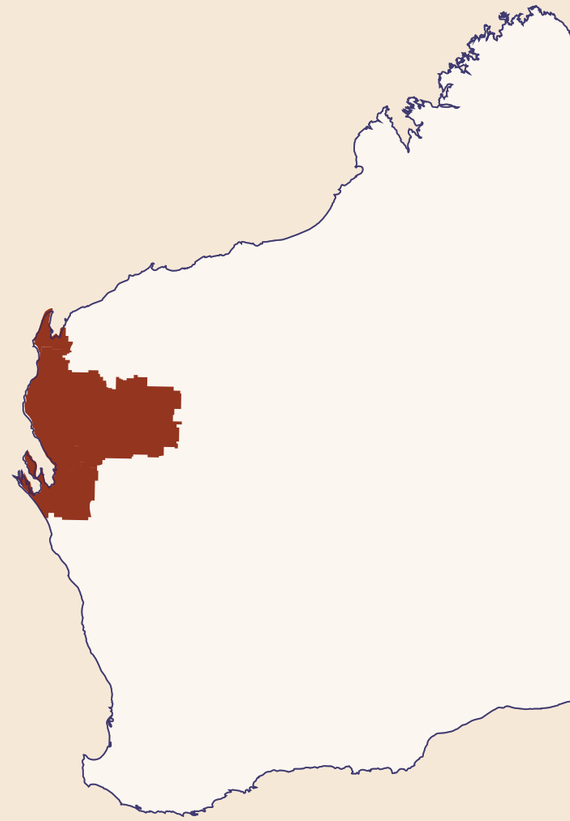
Our Region

The Gascoyne region is located in the north-west of Western Australia, extending from the coast at Exmouth, Coral Bay, Carnarvon and Shark Bay through to the inland areas of the Upper Gascoyne. The region covers a vast and diverse landscape, including arid rangelands, coastal environments and areas of significant environmental and cultural value.

The Gascoyne is home to established industries in agriculture, tourism and mining, alongside emerging opportunities in renewable energy and critical minerals. These industries are supported by a dispersed population across a number of regional centres, each contributing to the economic and social fabric of the region.

The region's natural assets, including the Ningaloo Coast and Shark Bay World Heritage areas, underpin a strong tourism sector, while horticulture, pastoralism and fisheries continue to play an important role in regional production. At the same time, the Gascoyne is becoming increasingly recognised for its potential in renewable energy generation and resource development.

Communities across the Gascoyne are diverse and resilient, and Aboriginal people represent a significant proportion of the population. The region's geographic scale and distance from major centres present both opportunities and challenges in relation to service delivery, infrastructure and workforce availability.



Gascoyne Snapshot

$2.23 BILLION[3.]
GROSS REGIONAL PRODUCT

$1.36 BILLION[3.]
GASCOYNE OUTPUT

UNEMPLOYMENT
3.8%[4.]

BUSINESSES
1,030[5.]

TOTAL JOBS
5,043[3.]

932
HOME OWNERSHIP
(OWNED OUTRIGHT)[7.]

1584 SCHOOL ENROLMENTS[8.]

10,725[7.]
POPULATION

AVERAGE AGE 39[1.]

12% ABORIGINAL & TORRES STRAIT ISLANDER[6.]

3,763[3.]
WORKS AND LIVES IN THE GASCOYNE

1,004[4.]
LIVES ELSEWHERE, WORKS IN THE GASCOYNE

LARGEST ARTIFICIAL REEF IN WESTERN AUSTRALIA

2 OF 3 WESTERN AUSTRALIAN WORLD HERITAGE SITES

1. Remplan 2025 ERP, 2. Remplan (2025 R2) - Economy Profile, 3. REMPLAN (2025 R2) - Economic Overview Gascoyne Region, 4. REMPLAN (2025) - Community Profile Gascoyne Region, 5. ABS Business Counts – Gascoyne (SA3 2025), 6. (2021) Census - ABS Quickstat Aboriginal & Torres Strait Islander Statistical Area Profile - Gascoyne (SA3), 7. (2021) Census - ABS Quickstat Statistical Area Profile - Gascoyne (SA3), 8.Australian Curriculum Assessment & Reporting Authority (2025), 9. Small Area Labour Market (March Quarter 2025)

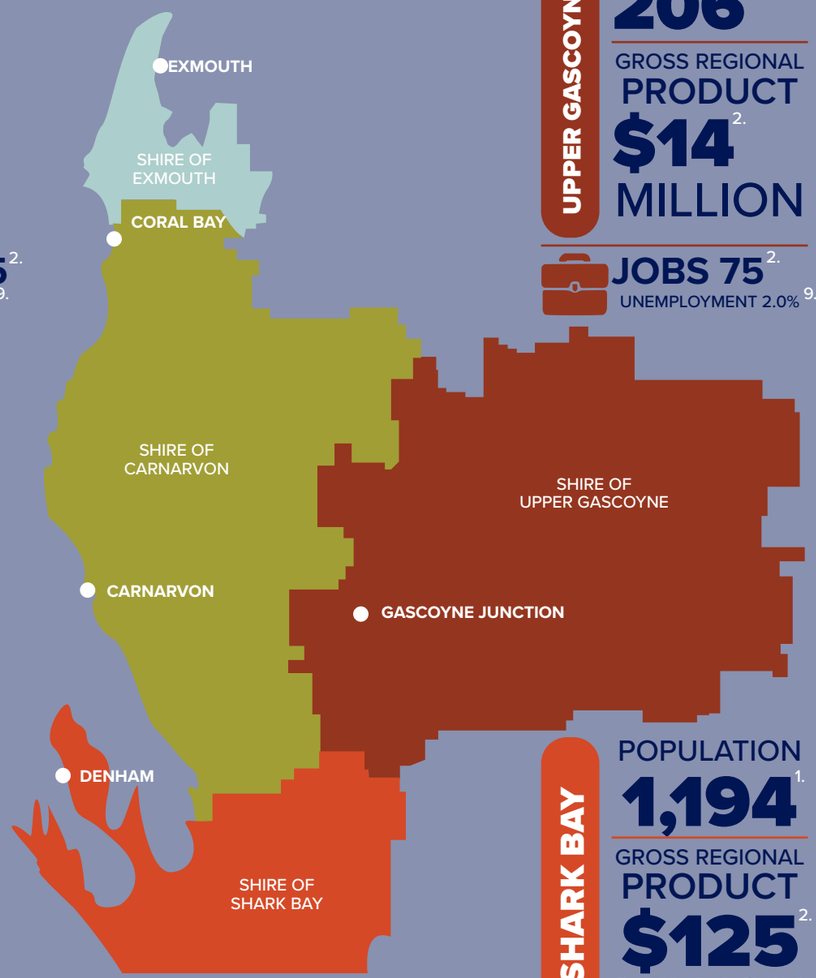
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EXMOUTH
CARNARVON
SHARK BAY
UPPER GASCOYNE



EXMOUTH
POPULATION 3,670[1.]
GROSS REGIONAL PRODUCT $429[2.] MILLION
JOBS 1,945[2.]
UNEMPLOYMENT 1.50%[9.]

UPPER GASCOYNE
POPULATION 206[1.]
GROSS REGIONAL PRODUCT $14[2.] MILLION
JOBS 75[2.]
UNEMPLOYMENT 2.0%[9.]



CARNARVON
POPULATION 5,655[1.]
GROSS REGIONAL PRODUCT $629[2.] MILLION
JOBS 2,499[2.]
UNEMPLOYMENT 6.0%[9.]

SHARK BAY
POPULATION 1,194[1.]
GROSS REGIONAL PRODUCT $125[2.] MILLION
JOBS 524[2.]
UNEMPLOYMENT 1.40%[9.]

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Who We Are

The Gascoyne Development Commission is a statutory authority of the Western Australian Government, established in 1994 under the *Regional Development Commissions Act 1993*.

The Act provides for nine Regional Development Commissions, each supporting economic and social development in their respective regions across Western Australia.

What We Do

The Gascoyne Development Commission's purpose is to facilitate economic and social development across the Gascoyne region of WA. We work for the benefit of communities and industry across our region.

The Commission performs this role by working with government, industry and community stakeholders to identify opportunities, coordinate activity and support investment to strengthen regional outcomes.

Our Vision

The Gascoyne's communities and economy are rich, vibrant and diverse with great opportunity for people, businesses and industry to pursue their goals.

Our Values

Integrity: We always remember the needs of the government and community we serve. We are committed and focussed on delivering. We follow through.

Leadership: We provide leadership in our community. We listen to others, build relationships, and use our skills to create solutions.

Partnerships: We use our expertise to connect stakeholders in partnerships to achieve shared goals.

Innovation: We build and foster expertise. We work with our partners to find creative solutions. We work together to 'find a way'.

Image: Coral Bay
Photo credit: Tourism WA

Enabling & Administered Legislation

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

The Commission operates in accordance with the *Financial Management Act 2006* and the *Public Sector Management Act 1994*.

Its statutory objectives include promoting economic development, improving employment opportunities, and facilitating infrastructure and services across the region.

The objectives and functions of each Commission are to:

- Maximise job creation and improve career opportunities in the region.
- Develop and broaden the economic base of the region.
- Identify infrastructure services to promote business development within the region.
- Provide information and advice to promote business development within the region.
- Seek 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.
- Generally take steps to encourage, promote, facilitate and monitor the economic development in the region.

By identifying and coordinating the responsibilities of a wide range of government agencies with regional development charters, the Commission performs an important role in addressing needs and ensuring the appropriate application of government resources in its region.

The Commission performs its functions in respect of the region comprising the Shires of Carnarvon, Exmouth, Shark Bay, and Upper Gascoyne.

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

- *Regional Development Commissions Act 1993.*
- *Auditor General Act 2006.*
- *Public Sector Management Act 1994.*
- *Financial Management Act 2006.*
- *Disability Services Act 1993.*
- *Equal Opportunity Act 1984.*
- *Freedom of Information Act 1992.*
- *Industrial Relations Act 1979.*
- *Minimum Conditions of Employment Act 1993.*
- *Work Health and Safety Act 2020.*
- *Salaries and Allowances Act 1975.*
- *State Records Act 2000.*
- *Public Interest Disclosure Act 2003.*
- *Royalties for Regions Act 2009.*
- *Procurement Act 2020.*
- *Workers Compensation and Injury Management Act 1981.*

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Responsible & Reporting Ministers

The Gascoyne Development Commission reports to Hon. Stephen Dawson MLC, Minister for Regional Development; Ports; Science and Innovation; Medical Research; Kimberley. The Minister for Regional Development has the power to direct the Commission either generally or with respect to a particular matter, on the exercise and performance of its powers, functions and duties under the *Regional Development Commissions Act 1993*.





The Commission also reports to Hon. Hannah Beazley MLA, Minister for Local Government; Disability Services; Veterans; Volunteering; Youth; Gascoyne, reflecting the Western Australian Government's approach of appointing Ministers to represent each region and support regional priorities within Government.

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Regional Development Portfolio

The Gascoyne Development Commission is part of the WA Government's Regional Development Portfolio, which comprises:

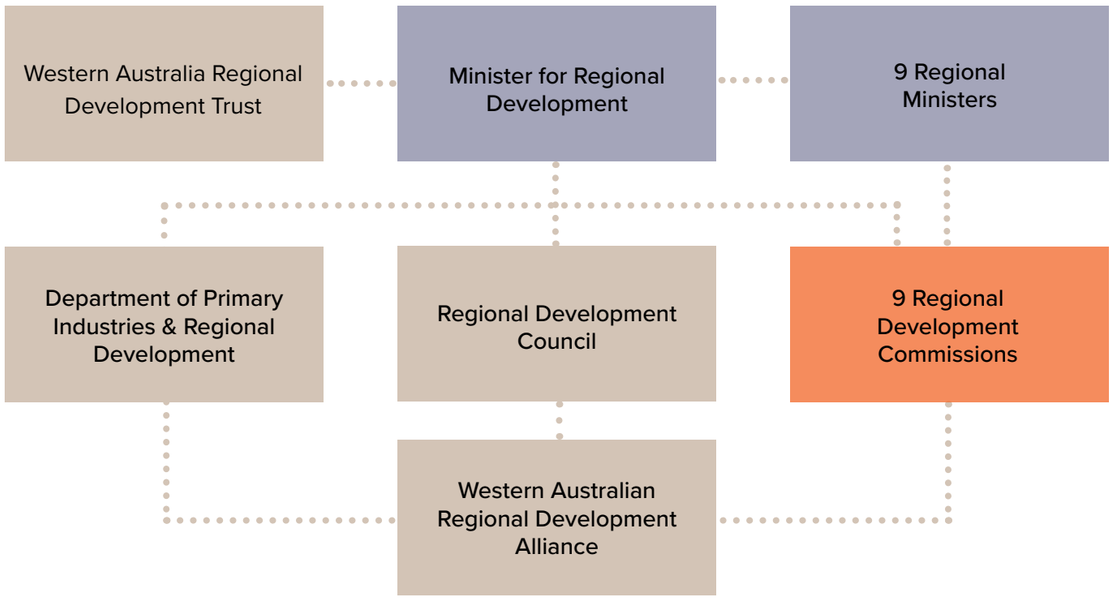




Image: Gascoyne River, Carnarvon-Mullewa Road
Photo credit: Scott and Jy / Gascoyne Food Festival

INTRODUCTION OVERVIEW OPERATIONS DISCLOSURES & COMPLIANCE

Our Board

The Gascoyne Development Commission is governed by a Board of Management, which is responsible for setting the strategic direction of the organisation and providing oversight of its performance, compliance and operations.

Board members are appointed by the Minister for Regional Development and collectively bring experience across community, local government and industry. The Board includes the Chief Executive Officer as an ex officio member, and works collaboratively to guide the Commission's priorities and ensure alignment with Government objectives and regional needs. All Board members are regionally based and contribute knowledge and experience relevant to the Gascoyne.



Image: Gascoyne Pilbara Rangelands Initiative Land Rehydration Site Visit
Photo credit: Gascoyne Development Commission

INTRODUCTION OVERVIEW OPERATIONS DISCLOSURES & COMPLIANCE



Chair, Burke Maslen
Born and raised in Carnarvon, Burke brings strong local knowledge, leadership, and a passion for the Gascoyne's economic development. He is the owner and Director of Outback Coast Property and currently serves as Chair of the Gascoyne Development Commission. Burke is the former Deputy Shire President for the Shire of Carnarvon, representing Gascoyne Minilya Pastoral Ward. His leadership extends across various roles, including representative for the Gascoyne Green Hydrogen project with Province Resources. With a strong interest in pastoralism, horticulture, tourism, fishing and sustainable mining, Burke brings strategic insight to the Board. He is committed to supporting innovation and growth across both established and emerging industries in the region.



Deputy Chair, Cr. Cheryl Cowell
A long-term resident of Denham, Cheryl brings deep strategic knowledge and passion for tourism, conservation, and World Heritage management to the Board. She has worked with the Department of Biodiversity, Conservation and Attractions in Shark Bay since 1995 and has served as World Heritage Project Officer since 1999. Cheryl is also Executive Officer for the Shark Bay World Heritage Advisory Committee and has provided high-level advice to State and Commonwealth Ministers. Elected to the Shire of Shark Bay Council in 2007, she served as Shire President from 2009 to 2024. Cheryl previously served on the Commission's Board from 2011 to 2016 and was re-appointed in 2019. She has also represented the region on WALGA's Gascoyne Zone committee and State Council. Cheryl is an active community member, including 10 years with St John Ambulance and the Shark Bay Pistol Club.



Kevin Leahy
With more than three decades of experience living and working in the Gascoyne region, Kevin brings a wealth of knowledge across government, transport, and hospitality industries. He spent 17 years and continues to be the Director of Norcoast Holdings, a transport company, with 15 of those years based in Exmouth. Before that, he dedicated more than a decade to running the Gascoyne Hotel in Carnarvon, playing a key role in the local hospitality sector. Beyond his professional career, Kevin has been an active member of the community, contributing both on and off the field with the Ramblers Footy Club and supporting the Chambers of Commerce in both Exmouth and Carnarvon. His deep connection to the region and its industries allows him to provide valuable insights and experience to the Board. Kevin serves as the Chair of the Audit and Risk Subcommittee.

In June 2026, the terms of Board members Dan Kuzmicich and Cr. Cheryl Cowell concluded. The Gascoyne Development Commission extends its sincere appreciation for their significant contributions to the Gascoyne region. Both served with dedication, professionalism and distinction, providing valuable leadership and guidance during their tenure.



Stephanie Perry
Stephanie Perry is a proud Aboriginal entrepreneur from Carnarvon, known for her vibrant versatility and dedication to community engagement. Steph's career spans various roles, including running her own businesses for more than 20 years as well as administrative positions at Gascoyne Transport Services and Bankwest. Steph has recently started a new role as a trainer/supervisor for Vocational Training Services. With a strong background in advocacy, negotiation and report writing, Stephanie has extensive experience in managing and promoting business and community development in Carnarvon. Her experience is marked by a deep respect for Aboriginal culture, a commitment to workplace safety, and advanced administrative skills.



Dan (Damir) Kuzmicich
Dan is a proud local from Carnarvon, having been born and raised in the region. His family's business, ST Kuzmicich, has been a cornerstone of the local horticultural industry, supplying fresh produce to markets since the 1960s. After playing football for Ramblers and a stint with East Fremantle in the WAFL, Dan returned to Carnarvon in 2003 to co-manage the family plantation alongside his brother. Dan's leadership extends beyond the region, serving as Chair of Vegetables WA (2015–2024) and as a member of Hort Innovation's Vegetable Strategic Investment Advisory Panel. These roles have given him valuable insights into the challenges and opportunities facing growers locally and nationally. Dan remains deeply committed to supporting the long-term viability of the horticulture industry. His passion lies in identifying sustainable pathways for growers, ensuring they can continue to innovate and thrive in an increasingly complex landscape.



Ex officio Timothy Bray, Chief Executive Officer
Tim was appointed Chief Executive Officer of the GDC in May 2023, bringing extensive experience in regional development, following a long career in corporate and government banking. Since 2009, he has worked across WA in senior roles focused on growing regional economies and communities. Tim is a strategic and passionate leader who believes in the potential of the Gascoyne; its people, industries and unique environment. He has led or contributed to a wide range of initiatives across housing, manufacturing, Aboriginal economic development, aviation, construction, agriculture and education. He values the opportunity to work alongside the Commission's dedicated Board and staff to help the region thrive, particularly by building opportunities for young people.

Following these departures, three new Board members were appointed by State Cabinet, effective from the end of June 2026. The Commission is pleased to welcome Cr. Jackie Brooks, Cr. Mark Smith and Tracey Tonga to the Board of Management and looks forward to their contribution to advancing the region's development and prosperity.

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Our Team

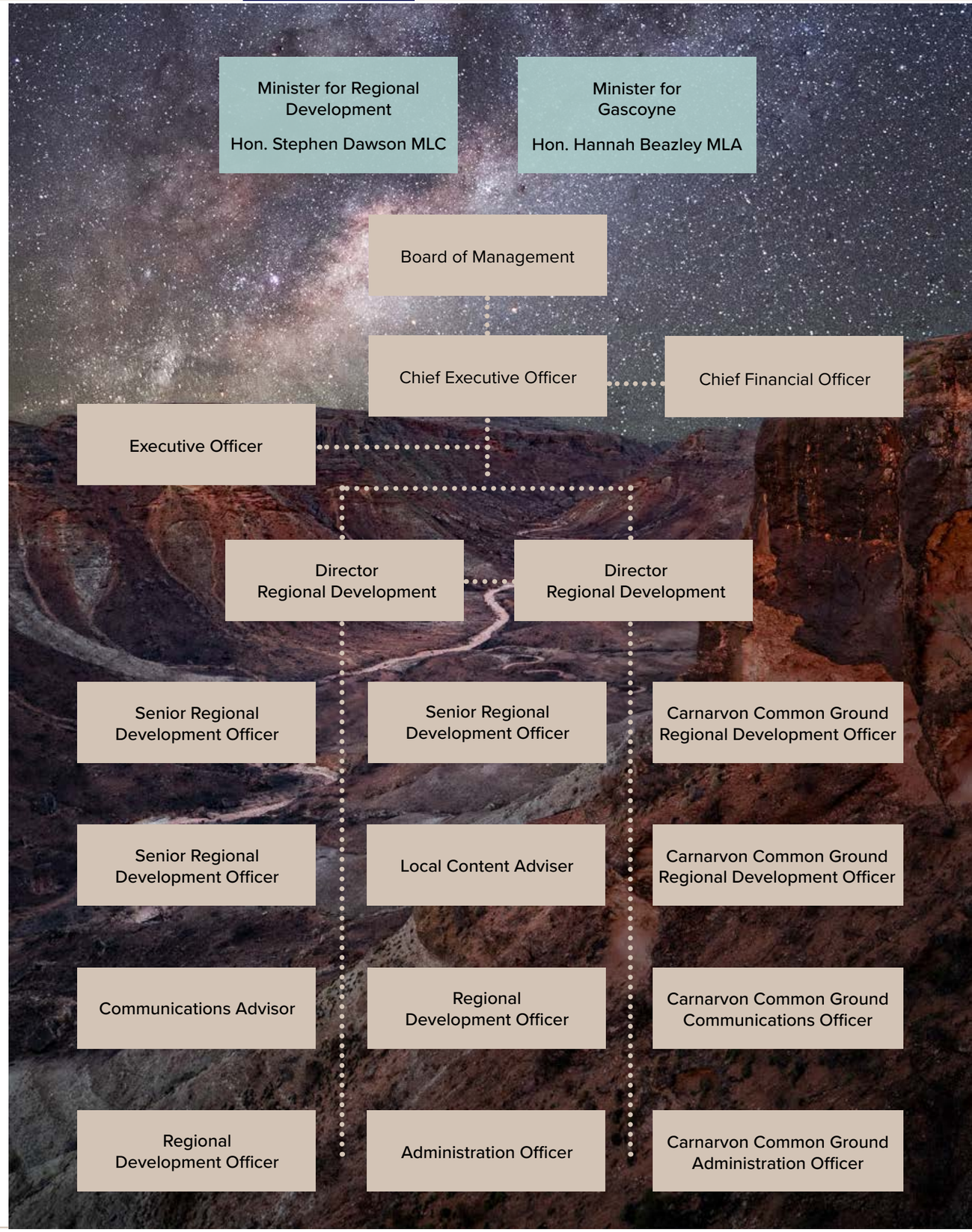
Commission staff, except for the Chief Executive Officer, are employed by the Department of Primary Industries and Regional Development. Resources are provided by the Department to the Commission through an agreement under Section 29 of the Regional Development Commissions Act 1993 and a Service Level Agreement with the Department to enable the delivery of its obligations under the Regional Development Commissions Act 1993.

The Gascoyne Development Commission has a small, regionally based team working across the Gascoyne to support economic and social development outcomes.

The team brings a range of experience across regional development, government, industry and community engagement, allowing the Commission to work effectively across a diverse set of priorities.

Working in a geographically large and dispersed region requires flexibility and a strong understanding of local contexts. Staff are actively engaged with communities, industry and government agencies, supporting coordination, facilitating projects and contributing to regional initiatives.

The Commission's work is underpinned by the professionalism and commitment of its staff, whose knowledge of the region and relationships across the Gascoyne support the delivery of outcomes throughout the year.



Our Senior Team

The Commission's Senior Team consists of Chief Executive Officer Tim Bray and Directors of Regional Development Kate Boston (Carnarvon) and Amanda Wilmott (Exmouth). Appointed in March 2026, the Directors strengthen the Commission's regional presence and leadership capacity, supporting engagement with communities, industry and government stakeholders across the Gascoyne while advancing the Commission's strategic priorities and regional development objectives.



Amanda Wilmott
Amanda is based in the Gascoyne Development Commission's Exmouth office and has been working with the GDC since June 2020. Amanda's portfolios are GDC Policy and Procedures, Governance, Irrigated Agriculture, Sponsorship, Resource Industries, Digital Connectivity, Community Resilience, Health, and Tourism and Attractions.



Kate Boston
Kate is based in the Gascoyne Development Commission's Carnarvon office and has been working with the GDC since November 2020. Kate's portfolios are Workforce Development, Education, Training, Skilled Migration, Aboriginal Economic Development, Youth, and Social Services.

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Performance Management Framework

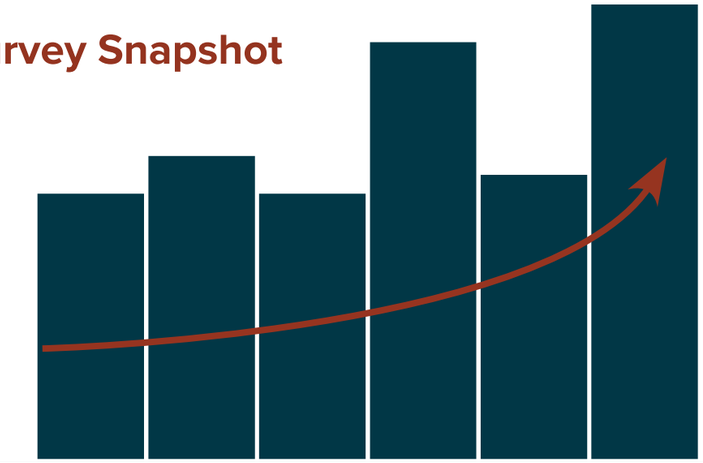
The Gascoyne Development Commission reports on its performance in accordance with the Western Australian Government's Outcome Based Management framework.

The Commission uses Key Performance Indicators to measure both the effectiveness of its activities in achieving outcomes and the efficiency with which it uses its resources. These indicators are approved by the Minister for Regional Development and are subject to annual audit by the Office of the Auditor General.

In Western Australia, the public sector performance management framework is known as Outcome Based Management (OBM). Our activities and services aim to boost the economic and social development of the region through economic diversification and employment growth. These efforts are measured yearly through an independent client perception survey.

The GDC has shared responsibilities with other agencies of the Regional Development Portfolio, as outlined on Page 83.

Stakeholder Survey Snapshot



Key Performance Indicator	Actual 2021	Actual 2022	Actual 2023	Actual 2024	Actual 2025	Actual 2026	Target 2026
An environment conducive to the balanced economic and social development of the Gascoyne region	84%	86%	84%	92%	85%	**94%**	80%

The annual stakeholder survey is undertaken as part of the Commission's performance reporting framework and provides an opportunity to obtain formal and anonymous feedback from stakeholders across the region. In 2026, 97 responses were received from 183 stakeholders, representing a response rate of 53 per cent. Overall, 94.3 per cent of respondents indicated that the Commission contributes to an environment conducive to the balanced economic and social development of the Gascoyne Region, exceeding the target of 80 per cent.

Stakeholder feedback indicated strong confidence in the Commission's understanding of regional needs and issues, with 95.2 per cent of respondents agreeing that the Commission has a good understanding of the region. Feedback also identified key regional priorities, including housing, infrastructure, workforce development and access to services.

INTRODUCTION OVERVIEW OPERATIONS DISCLOSURES & COMPLIANCE

Significant Issues Impacting the Agency

Current and Emerging Issues and Trends

The Gascoyne continues to face a range of interconnected environmental, economic and social challenges that influence regional development outcomes and shape the Commission's operating environment.

Housing availability remains one of the most significant constraints to economic development across the Gascoyne, affecting workforce attraction and retention, service delivery, business growth and investment.

Climate variability continues to influence regional development outcomes. Drought, extreme heat, tropical cyclones and flooding present ongoing challenges for communities, infrastructure, industry productivity and regional resilience.

The region is also experiencing increasing interest in emerging industries, including renewable energy, critical minerals and space-related activities. These opportunities have the potential to diversify the regional economy, while creating additional demand for housing, infrastructure and skilled workers.

Changes in Written Law

There were no significant changes to written laws during 2025–26 that materially affected the functions, responsibilities or operations of the Gascoyne Development Commission.

Economic and Social Trends

Cost pressures associated with construction, freight, transport and service delivery continue to affect businesses, local governments and communities across the region.

While workforce pressures have eased in some areas, challenges remain across sectors such as health, education, local government, construction and private industry. Access to suitable housing continues to influence workforce attraction and retention outcomes in some communities.

The Commission continues to observe increased collaboration between government agencies, Aboriginal organisations, industry and community stakeholders to address complex social and economic challenges through place-based and community-led approaches.

Likely Developments and Forecast Results of Operations

Housing supply, workforce development, economic diversification and climate resilience are expected to remain key regional priorities during 2026–27.

Implementation of the Gascoyne Development Commission Strategic Plan 2026–30 will guide the Commission's activities, with a continued focus on supporting regional growth, attracting investment, enabling infrastructure development and improving liveability across the region.

The Commission expects continued interest in established and emerging industries, including tourism, agriculture, renewable energy, critical minerals and space-related activities, and will continue to work with stakeholders to maximise regional development outcomes.

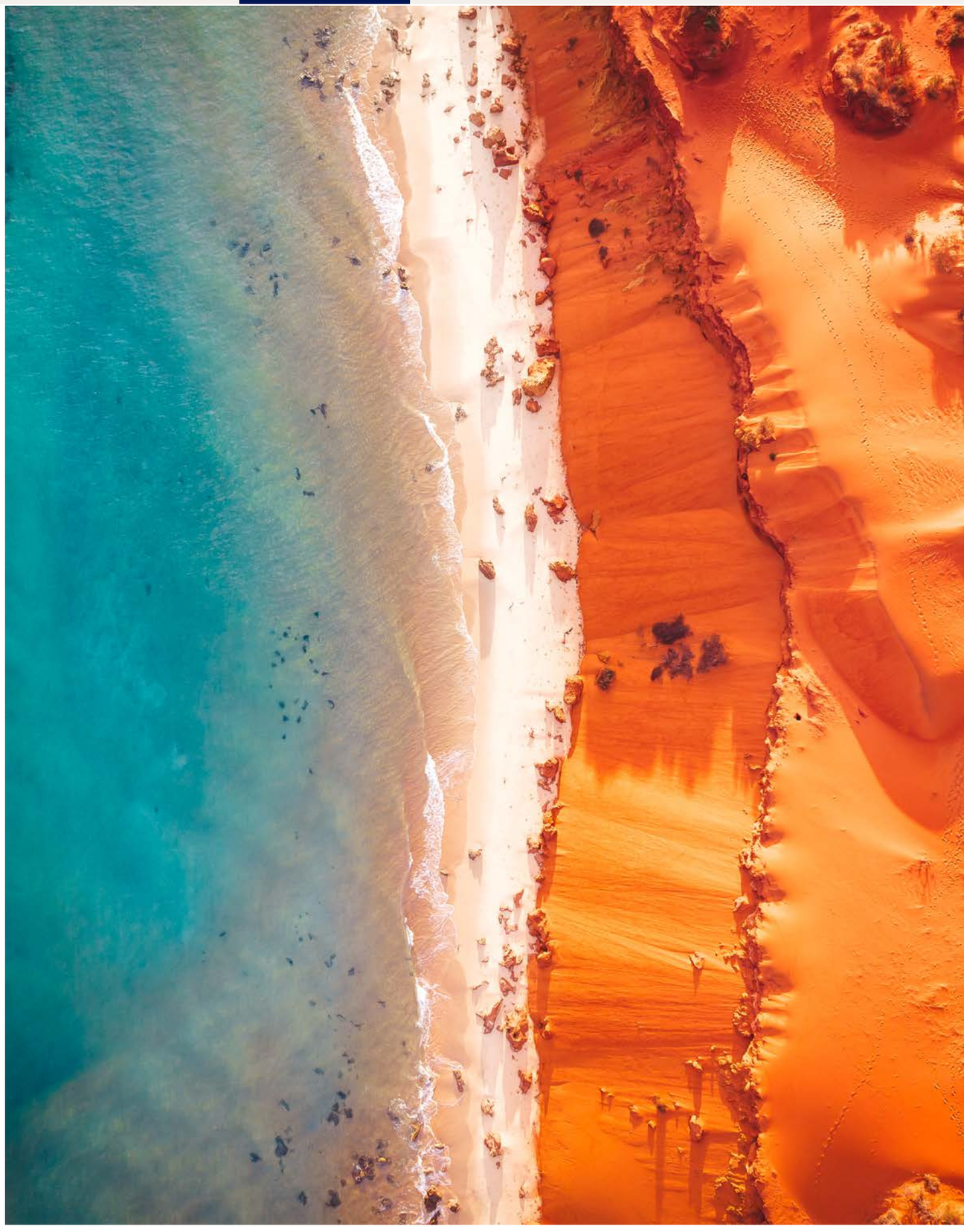


Image: François Péron Peron National Park
Photo credit: CJ Maddock / Shark Bay World Heritage Discovery & Visitor Centre

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Our Strategic Priorities

The Gascoyne Development Commission Strategic Plan 2026–30 has been developed in alignment with the Western Australian Regional Development Framework.

The Strategic Plan reflects the Commission's role in supporting State priorities at a regional level, while responding to the Gascoyne's specific strengths, challenges and opportunities.

Together, the Framework and the Strategic Plan provide a coordinated and practical approach to regional development, guiding the Commission's work to deliver outcomes for the Gascoyne.

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SUPPORTING ACCESS TO GOVERNMENT SERVICES AND HEALTHCARE page 40

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BUILDING SAFE AND INCLUSIVE COMMUNITIES page 48

PROTECTING AND RESTORING THE ENVIRONMENT page 52

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Strategic Priority #1: Diversify the Economy

A diversified economy supports long-term growth, creates employment opportunities and strengthens the region's capacity to respond to changing economic conditions.

In the Gascoyne, economic diversification builds on established industries such as primary production and tourism, while supporting emerging opportunities in renewable energy, resources and new business activity.

Attracting new investment and facilitating new industries
Supporting renewable energy development
Securing the Gascoyne's water future in a drying climate
Workforce development through skills and training
Making more things in the Gascoyne – especially primary production
Fostering vibrant and creative economies – supporting new products and businesses



Partnered with the Gascoyne Food Council to deliver the **2025 Gascoyne Food Festival & Food Trail**.

Coordinated the **Quobba Station Sundowner** networking event, showcasing the Gascoyne's tourism assets, pastoral heritage and visitor experiences to a statewide tourism audience.

Coordinated and delivered the **Gascoyne Regional Arts Plan** to strategically align arts and culture activities across the region.

Partnered with the Shire of Carnarvon and Tourism Council WA to deliver the **2026 Perth Airport WA Tourism Conference**, an event that generated 569 visitor nights and $390,400 in visitor expenditure in Carnarvon.

Supported an extensive research trial of electrostatic cold chain technology to enhance shelf-life and quality using **DENBA+** technology.

Facilitated the successful delivery of **Whale Shark Jack** through on-the-ground stakeholder coordination, supporting approvals, industry engagement and local content advocacy. **Now streaming on Stan!**

Image: Gascoyne Food Festival 2025
Photo credit: Gascoyne Media / Scott & Jy

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GASCOYNE REGIONAL ARTS PLAN



In Action: Gascoyne Regional Arts Plan

The Gascoyne Regional Arts Plan was finalised and launched in April 2026 at the Gascoyne Arts Forum in Carnarvon, marking a significant step toward a more coordinated and sustainable approach to arts and culture across the region.

Developed in partnership with the Shires of Carnarvon, Exmouth, Shark Bay and Upper Gascoyne, the Plan establishes a shared regional direction, aligning priorities and creating a stronger foundation for collaboration and investment.

The Plan's development involved extensive engagement across the region, with more than 300 stakeholders contributing to the Plan, ensuring it reflects local priorities, opportunities and challenges.

Importantly, the Plan responds to longstanding structural challenges in the sector, including fragmented delivery, limited infrastructure, and reliance on a small number of volunteers. It provides a framework to strengthen coordination, reduce duplication and support more sustainable delivery models across the region.

By establishing a clear, endorsed regional approach, the Plan also unlocks access to funding pathways that require strategic alignment and regional endorsement. Early outcomes are already being realised, with projects across the region aligning to the Plan and securing investment in arts and cultural infrastructure and community initiatives.

The initiative demonstrates the impact of a coordinated, region-wide approach, with a $5,000 investment from one of the Shires already delivering more than $585,000 in funding outcomes to date.

Highlights:

- 300+ stakeholders engaged across the region
- The four Shires of the Gascoyne aligned under one regional framework
- Clear three-pillar strategy for sector growth
- Reduced duplication and improved coordination
- Unlocking new funding pathways
- Early projects already funded and underway
- Pipeline of regional initiatives emerging
- Arts positioned as a driver of economic and community outcomes

Read the Gascoyne Regional Arts Plan Here

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In Action: RED Grants Program

The Regional Economic Development (RED) Grants program remains a key mechanism for supporting locally driven projects that contribute to economic diversification, job creation and regional resilience.

During 2025–26, the RED Grants Program supported a range of initiatives across the Gascoyne, including projects in advanced technology, small business development and regional tourism. These investments enable local businesses and proponents to progress projects that would otherwise be difficult to realise, while strengthening the region's economic base.

Round 8 RED Grant Recipients:

Ningaloo Reef Adventure Camps - Project CoralX2
Upgrade of accommodation and facilities to double visitor capacity, create up to three jobs and significantly boost local tourism activity.
Grant: $150,000

Sweet Ningaloo - Store Expansion
Power upgrades, commercial space renovation and new equipment to increase artisan gelato production capacity by up to 78%.
Grant: $100,000

Jetwave Quayside - Marina Refuelling Upgrade
Installation of Exmouth Marina's first on water unleaded petrol facility, improving safety, environmental performance and marine tourism efficiency.
Grant: $50,000

Mantarays Ningaloo Beach Resort - Workforce Accommodation
Construction of 11 onsite staff accommodation units enabling the resort's broader $25 million redevelopment plans.
Grant: $50,000

Kempglaze Glass and Aluminium - Facility Upgrade
Expansion of a local glazing and aluminium workshop, enabling increased manufacturing, showroom improvements and up to two new jobs.
Grant: $100,000

Telomac Tackle and Camping - Store Extension
Retail expansion to meet increased demand for fishing, camping and outdoor equipment, creating two new jobs.
Grant: $111,000

Shire of Carnarvon - Tourism Product Development & Incubator Program
Purchase of a 12 seat 4WD tour bus to expand guided tourism experiences and support Aboriginal and emerging operators.
Grant: $115,000

Ningaloo Harvest IGA - Storage Expansion
Major increase in food storage capacity to strengthen local food security, support peak tourism demand and create two jobs.
Grant: $50,000

RED Grant Highlights

Gascoyne Plumbing Solutions

RED funding has also supported the growth of local businesses that underpin the regional economy.

Gascoyne Plumbing Solutions received support to expand its operational capacity, enabling the business to take on additional work, invest in equipment and strengthen service delivery across the region.

Projects of this nature contribute to the resilience of the local economy by:

- building business capability
- supporting employment opportunities
- ensuring essential services are locally available

ThothX

The reactivation of the former Overseas Telecommunications Commission (OTC) dish represents a significant step in positioning Carnarvon within the global space industry.

Through a 20-year investment, ThothX is refurbishing the 29 metre antenna and installing advanced new operating systems to create a deep-space radar system capable of tracking satellites and spacecraft at long range. This project builds on Carnarvon's historical role in space communications and introduces new opportunities in satellite tracking, defence monitoring and space-based communications.

The Commission supported early-stage project development through Round 7 of the RED Grant program, contributing to technical feasibility and planning works required to progress the activation of the site. The upgraded facility is expected to support new industry capability and future investment opportunities in the region.

Warroora Station

At Warroora Station, RED funding supported the refurbishment of an existing shearing shed into a multi-functional hospitality and events space.

The project enables the station to diversify its tourism offering, supporting events, accommodation experiences and visitor engagement in a remote coastal location.

This type of investment:

- enhances the region's tourism product
- supports diversification of pastoral businesses
- contributes to visitation and regional economic activity

Image: Warroora Station
Photo credit: Tourism WA

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Strategic Priority #2: Supporting Access to Government Services and Healthcare

Access to government services and healthcare in the Gascoyne is influenced by distance, workforce availability and the need to coordinate across multiple agencies and service providers.

The Commission contributes by working with partners across government, industry and community to improve access to services, support workforce attraction and address barriers that affect regional communities.

Supporting local health service delivery, including health service infrastructure
Supporting attraction and retention of critical workers (including healthcare workers)

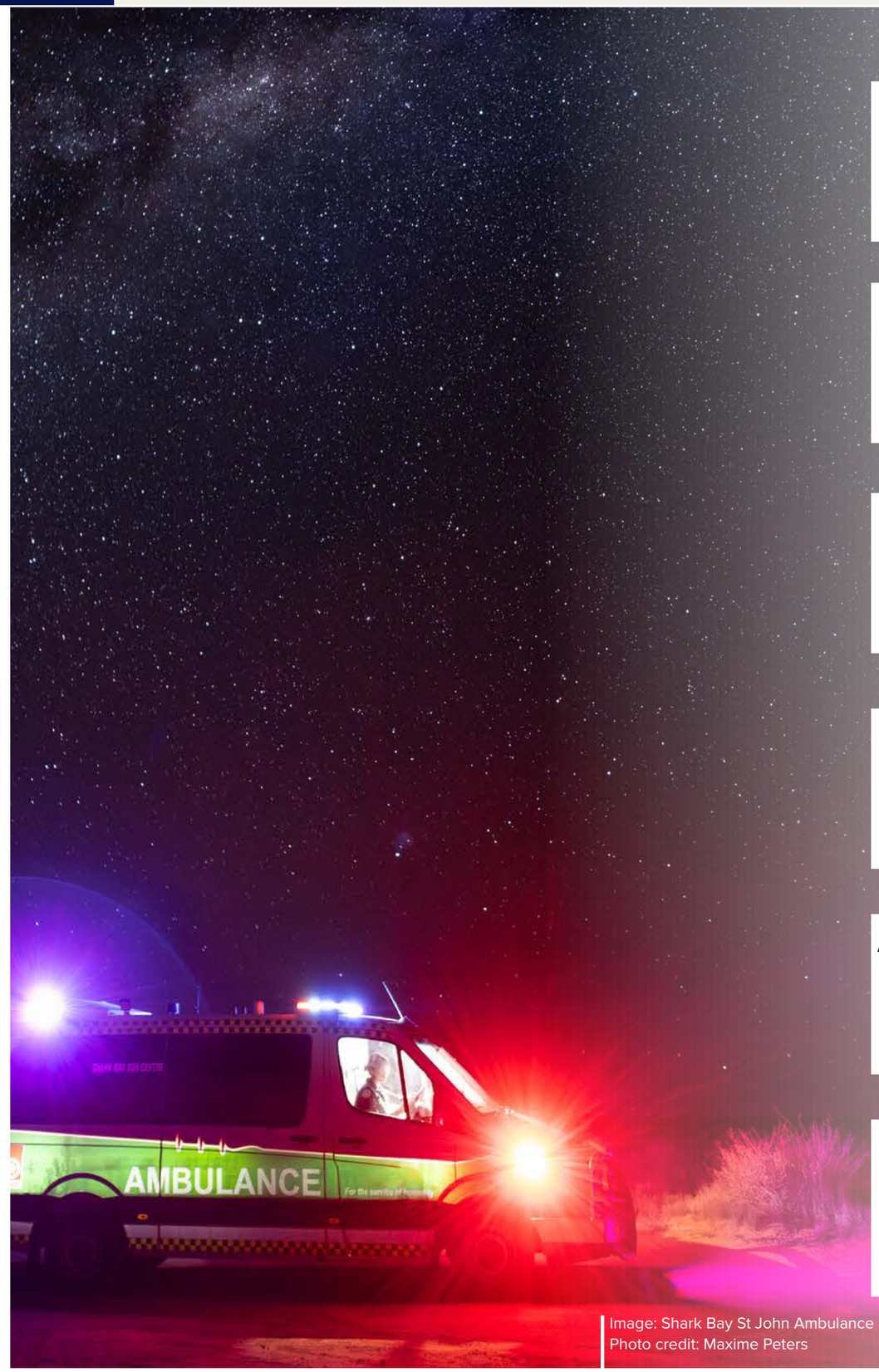


Image: Shark Bay St John Ambulance
Photo credit: Maxime Peters

Provided coordination and partnership activities for **Carnarvon Common Ground** that strengthen community-led approaches to improving social outcomes and access to services.

Progressed regional workforce development and economic participation through the **Local Content Adviser Program**, helping Gascoyne businesses secure contracts and sustain local employment.

Supported regional responses to major disruption events, including **Severe Tropical Cyclone Narelle**, helping connect communities, businesses and service providers with recovery support.

Supported engagement and service coordination activities in **remote communities**, including Burringurrah, helping connect local priorities with government programs and service providers.

Advocated for improved **healthcare access** across the region, including continued engagement with health agencies and stakeholders to support the return of maternity services to the Gascoyne.

Facilitated investment in emergency services infrastructure through funding support for the purchase of an essential **4WD Ambulance** in Shark Bay, strengthening local emergency response capability.

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In Action: Local Content

The Local Content Adviser Program is part of a statewide initiative to boost regional economic growth by maximising local business participation in government supply and contracting opportunities. The program embeds a Local Content Adviser within the Gascoyne Development Commission, where they connect local suppliers and contractors with government, industry and training stakeholders to promote and facilitate access to procurement opportunities.

Whilst the Gascoyne has limited major infrastructure projects in the planning or construction stages, the ongoing engagement between the GDC and local suppliers has resulted in significant local economic benefits, including local contractors securing refurbishment and maintenance contracts, and increased capability and competitiveness of regional businesses.

In Action: Kempglaze

Kempglaze Glass & Aluminium is a locally owned and operated business based in Carnarvon, servicing the Gascoyne with a wide range of glazing, aluminium & security screen manufacturing and glass replacement services to homeowners, local builders and contractors and commercial and government sectors in Carnarvon and surrounding regions.

Over the years, Kempglaze has built strong relationships with State Government departments and local organisations in the glass and security screen industry.

In July 2025, the Department of Finance advertised a tender for the glazing replacement works at Gwoondwardu Mia Cultural Centre in Carnarvon. Whilst the Kempglaze team had extensive experience delivering glazing works and projects, this marked its first formal tender submission.

Engagement with the GDC Local Content Adviser provided invitations to local tender-writing workshops, advice on Regional Price Preference and support through the submission process. In August 2025, Kempglaze was awarded the contract, ensuring the investment remained within the Gascoyne and supporting a local business to deliver the works.

Through ongoing communication with the GDC Local Content Adviser, Kempglaze were also made aware of Round 8 of the Regional Economic Development (RED) Grants program. This ultimately led to the business securing funding to expand and modernise its office and workshop facilities, an investment that will support new employment opportunities, improve operational efficiency and strengthen Kempglaze's ability to service the region for years to come.







In Action: Emergency Response & Recovery

During 2025–26, the Commission supported a coordinated regional response to Severe Tropical Cyclone Narelle, working across government, industry and community networks to ensure timely access to information, services and recovery support.

The Commission worked closely with the Shires of Carnarvon, Exmouth, Shark Bay and Upper Gascoyne, alongside State agencies including the Department of Primary Industries and Regional Development and the Department of Fire and Emergency Services.

Operating across geographically dispersed communities, the Commission played a facilitative role in connecting agencies and stakeholders, helping align response and recovery efforts and ensuring that local conditions and impacts were clearly understood.

This included:

- supporting coordination across agencies and jurisdictions to align response and recovery activities
- working with partners, including The Business Social and the Gascoyne Pilbara Rangelands Initiative, to improve access to recovery services for businesses and community members
- engaging with local emergency management and multi-agency networks to support timely information sharing
- contributing to economic impact assessment activities to inform recovery planning and future decision-making
- providing ongoing advice to government to ensure regional priorities, service gaps and emerging issues were reflected in response and recovery approaches

This coordinated approach enabled a more consistent and locally informed response across the region, while supporting communities and businesses to access the assistance they needed.

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Strategic Priority #3: Providing More Homes

Housing availability remains a key constraint to economic development, workforce attraction and service delivery across the Gascoyne.

The Commission supports increased housing supply by working with government, industry and local stakeholders to unlock land, enable infrastructure and address barriers to development. This includes facilitating investment, supporting funding applications and coordinating across agencies to progress projects that bring new housing to market.

Creating new opportunities to increase residential land supply
Facilitating investor engagement with government
Addressing barriers to residential land development
Supporting attraction and retention of critical workers (including construction workforce)



Image: Carnarvon Multi-Worker Dwellings
Photo credit: Shire of Carnarvon

Progressed identification of land and development opportunities through the **Next 100 Houses** project in Carnarvon

Engaged local developers and proponents to progress housing and accommodation opportunities across the region through the **Local Content** program.

Progressed coordination on **water servicing** constraints impacting development in Exmouth.

Supported delivery of local accommodation projects in **Shark Bay, Carnarvon, Gascoyne Junction, and Exmouth**

Supported **workforce and visitor accommodation** projects at pastoral stations across the region, increasing capacity for workers in remote communities while supporting tourism growth.

Linked housing supply constraints to workforce attraction through **regional planning,** research, and advocacy

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In Action: Housing Supply & Workforce Accommodation

Housing availability remains a significant constraint to workforce attraction, business growth and service delivery across the Gascoyne. During 2025-26, the Commission focused on enabling the conditions required to bring new housing to market through targeted project support, facilitation of infrastructure funding and advocacy to unlock development-ready land.

The Commission supported the Shire of Carnarvon to progress construction of new worker accommodation through a $240,000 Regional Economic Development (RED) Grant. The project will deliver two multi-worker dwellings on Shire-owned land, providing private accommodation facilities and shared living spaces to support local businesses and essential services. Once complete, the development will help address ongoing workforce accommodation pressures in the region.

The Commission also worked closely with local proponent Northern Aspect Construction to secure State funding through the Infrastructure Development Fund. Funding awarded in February 2026 will support wastewater and electricity infrastructure required to enable construction of 10 key worker dwellings. The Commission provided in-kind support throughout the application process, including coordination with government agencies and assistance to align the project with funding requirements, helping to move the development from concept toward delivery.

Addressing longer-term barriers to housing supply, the Commission coordinated development of a 2026-27 State Budget proposal to unlock underutilised Crown land sites within the Carnarvon town centre. Developed in partnership with the Department of Education and the Shire of Carnarvon, the proposal seeks funding to remove redundant buildings and prepare sites for future development, creating opportunities for market-led residential and mixed-use projects in a highly accessible location.

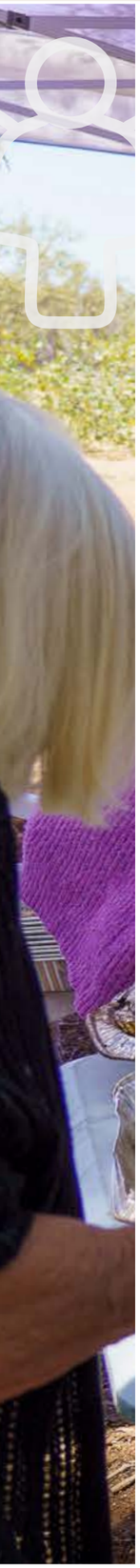
Together, these initiatives support both immediate workforce accommodation needs and longer-term housing supply. By enabling construction projects, supporting critical infrastructure investment and unlocking development land, the Commission is helping to strengthen housing availability and support sustainable economic growth across the Gascoyne.

The Commission continues to monitor key housing and economic indicators, undertake research, and work closely with industry, government and community stakeholders to assess emerging housing pressures and support evidence-based responses across the region.



Image: Coral Bay RAC Development Site Visit
Photo credit: Gascoyne Development Commission

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Strategic Priority #4: Building Safe and Inclusive Communities

Strong, safe and inclusive communities underpin long-term social and economic development in the Gascoyne.

The Commission works with community, government and service providers to support locally driven initiatives that strengthen participation, improve outcomes for children and families, and address complex social challenges through coordinated and place-based approaches.

Working with partners to strengthen communities and address anti-social behaviour and youth outcomes
Supporting initiatives that build inclusive communities



Image: RRR Aboriginal Womens Workshop
Photo credit: Gascoyne Development Commission

Progressed development of the **Carnarvon Youth Hub and Safety Project** to improve outcomes for young people and strengthen community safety.

Delivered community sponsorships and Regional Economic Development Grants that strengthen local organisations, **build community capability** and support regional participation.

Provided backbone support for **Carnarvon Common Ground**, supporting a community-led justice reinvestment approach focused on prevention, early intervention and long-term community outcomes.

Supported inclusive community participation through **investment in arts**, cultural and community development initiatives, including the Carnarvon Art Hub, ArtQuest and regional events.

Supported **Aboriginal leadership development** by funding a local Indigenous emerging leader to participate in the WAITOC Tri-Nations Indigenous Youth Exchange Program.

Supported community events and activities that promote social connection, cultural celebration and regional pride, including **NAIDOC activities, Shark Bay Musica Viva and the Gassy Dash**.

In Action: Carnarvon Common Ground

Carnarvon Common Ground (CCG) is a community-led Justice Reinvestment initiative that brings Aboriginal community members, Elders, service providers and government together to redesign how support is delivered, so fewer children, young people and families become caught in ongoing contact with the justice system.

The first phase of the project (2023–26) focused on establishment activities including recruitment of staff, office establishment, branding and communications development, large-scale community engagement, governance design, early strategic planning, and development of project streams such as Youth Throughcare, Community Healing, and on-country youth activities.

Since its inception, CCG has secured $3.09 million in Commonwealth funding, with a three-year extension through to June 2029 approved in May 2026. CCG is now moving from a co-design and planning phase into full implementation, supported by a formal Strategic Plan and a growing portfolio of community-led initiatives.

Community Governance

A key milestone in 2026 has been finalising the governance structure of the Carnarvon Common Ground (CCG).

- 2026 marked the election of a Board of Directors, comprising 6 local Aboriginal leaders and 2 independent representatives.
- Governance is structured around a whole-of-life, prevention-focused model, ensuring decisions are community-led and evidence-informed.
- A network of Working Groups will drive action across key focus areas, bringing together Elders, community members and service providers.

This model is supported by extensive community engagement, including 220+ survey responses and ongoing forums and yarning sessions, ensuring initiatives reflect locally identified priorities.

To guide long-term direction, CCG has engaged a strategic and directional planner to develop a Strategic Plan and investment prospectus, strengthening alignment with government systems and positioning the ACCO for future opportunities.

Transition to Delivery

The June 2026 launch marked CCG's transition into active delivery.

Key achievements include:

- Opening of a dedicated community hub and office.
- Recruitment of a full complement of staff.
- Launch of CCG branding, website and storytelling platform.
- Formal recognition of extended Commonwealth investment.
- Activation of multiple projects under a unified, community-led framework.

At the same time, an Activity Work Plan is being finalised, establishing clear priorities and deliverables through to 2029.

Carnarvon COMMON GROUND

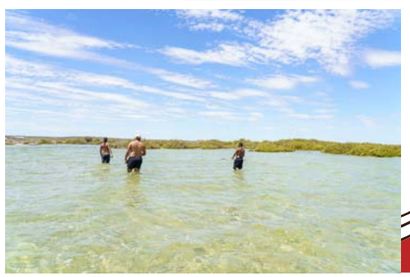












A pipeline of interconnected initiatives is now underway:

Youth, Workforce and Leadership

- A Youth Mentoring and Workforce Development pilot (with Community Skills WA and Lotterywest) is building culturally safe employment pathways.
- Seven local leaders have undertaken a Cert IV in Leadership and Mentoring, designed for emerging Indigenous leaders and other Indigenous personnel, strengthening local capability.
- Planning is underway for an early childhood workforce pathway linked to childcare services at Minoo Malgoo.

Youth Justice and Throughcare Reform

- Establishment of a multi-agency Throughcare Working Group.
- First-ever Gascoyne Elders in-reach to Banksia delivered.
- Development of a culturally informed Juvenile Justice Team pilot.

Youth Engagement and Healing

- Progression of the Carnarvon House Youth Overnight Facility, designed to respond to the needs of Carnarvon-based young people.
- Delivery of a Regenerative Stockmanship program, connecting young people to culture, skills and employment pathways.
- Co-design of a 10-year Community Healing Project, addressing trauma and systemic disadvantage.

Narrative and Community Voice

- Production of a local storytelling series, strengthening community voice and reshaping the narrative around Carnarvon.

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Strategic Priority #5: Protecting & Restoring the Environment

The natural environment underpins the Gascoyne's economy, lifestyle and long-term sustainability. Protecting and restoring environmental assets, while supporting adaptation to changing climatic conditions, is essential to maintaining regional resilience.

The Commission works with government, industry and community partners to support initiatives that strengthen environmental outcomes, build climate resilience and enable sustainable development across key sectors.

Supporting investment and opportunities in the low carbon and sustainable economy
Supporting climate resilience and adaptation across industries
Protecting and enhancing natural assets

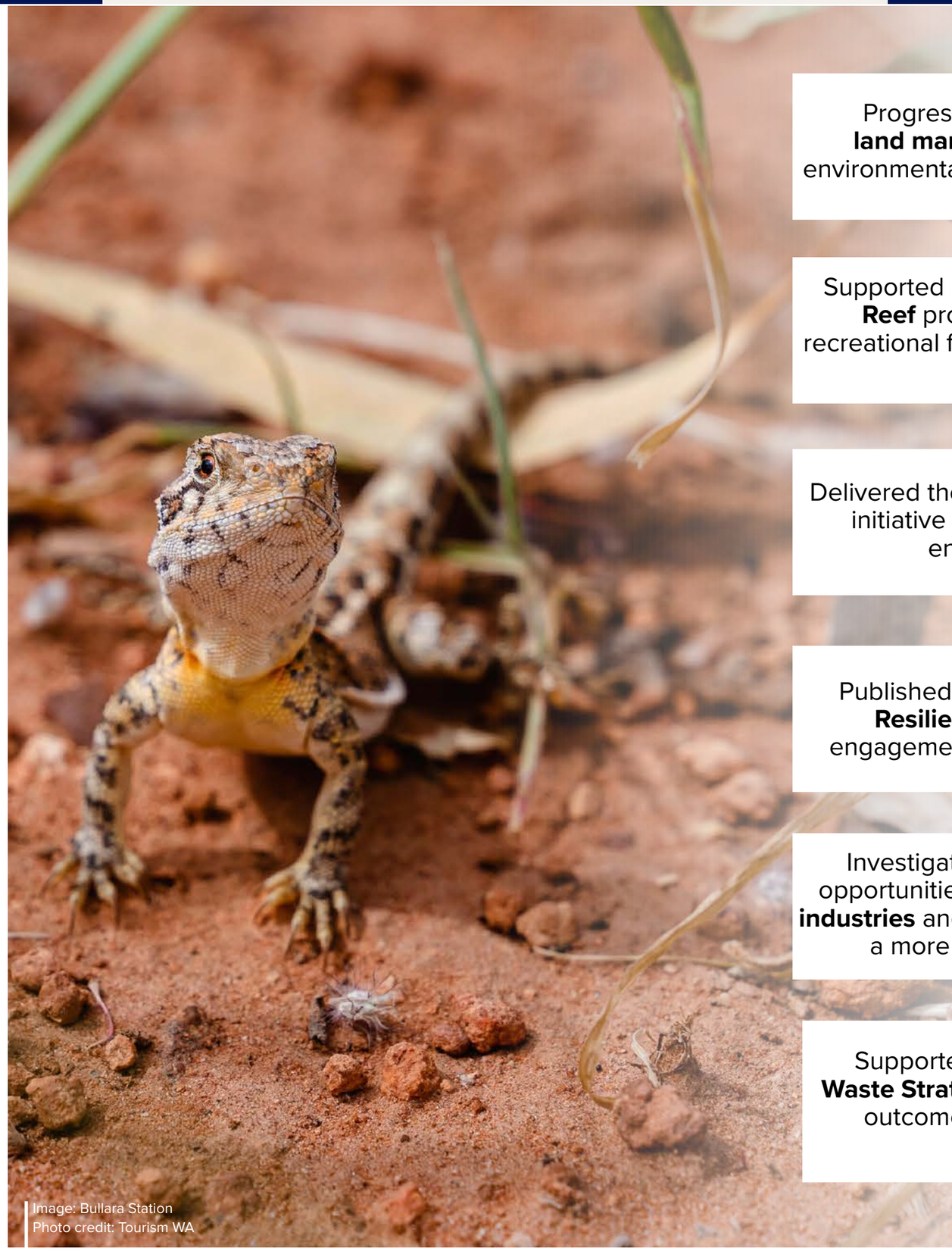


Image: Bullara Station
Photo credit: Tourism WA

Progressed **landscape rehydration and land management** initiatives that support environmental sustainability and rangeland health.

Supported delivery of the **Carnarvon Artificial Reef** project, enhancing marine habitat, recreational fishing opportunities and the region's environmental assets.

Delivered the region-wide **Gazing the Gascoyne** initiative to promote dark sky tourism and environmental appreciation.

Published the **Gascoyne Regional Drought Resilience Plan**, through stakeholder engagement and regional planning activities.

Investigated investment and development opportunities in renewable energy, **low-carbon industries** and emerging sectors that contribute to a more sustainable regional economy.

Supported development of the **Gascoyne Waste Strategy** to improve waste management outcomes and identify circular economy opportunities.

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In Action: Gascoyne Regional Drought Resilience Plan

The Gascoyne Regional Drought Resilience Plan was developed by the GDC through the Australian Government's Future Drought Fund, with co-investment from the WA Department of Primary Industries and Regional Development. The Plan provides a strategic framework to strengthen long-term drought and climate resilience across the region's communities, environments and industries, including pastoralism, horticulture, tourism and fisheries. It also supports stronger community wellbeing and social resilience.

Developed through extensive engagement with more than 200 stakeholders and informed by research and climate vulnerability assessment, the Plan identifies risks, opportunities and priority actions to help the Gascoyne better prepare for, respond to and recover from drought and other climate-related events. The Plan intends to provide a foundation for local organisations and communities to access Future Drought Fund and other investment opportunities, supporting community-led action across the region.

During 2025-26, the Plan was completed, independently reviewed by CSIRO, and endorsed and published through the Australian and Western Australian Governments. The Commission also developed an Implementation Plan, endorsed by the Gascoyne RDRP Advisory Group following extensive stakeholder engagement and currently progressing through approval processes.

Recent drought conditions, extreme heat and tropical cyclones have reinforced the importance of building long-term resilience across the Gascoyne. As a living document, the Plan will continue to evolve in response to regional priorities, emerging science and changing environmental conditions, providing a framework for action.

Read the Gascoyne Regional Drought Resilience Plan



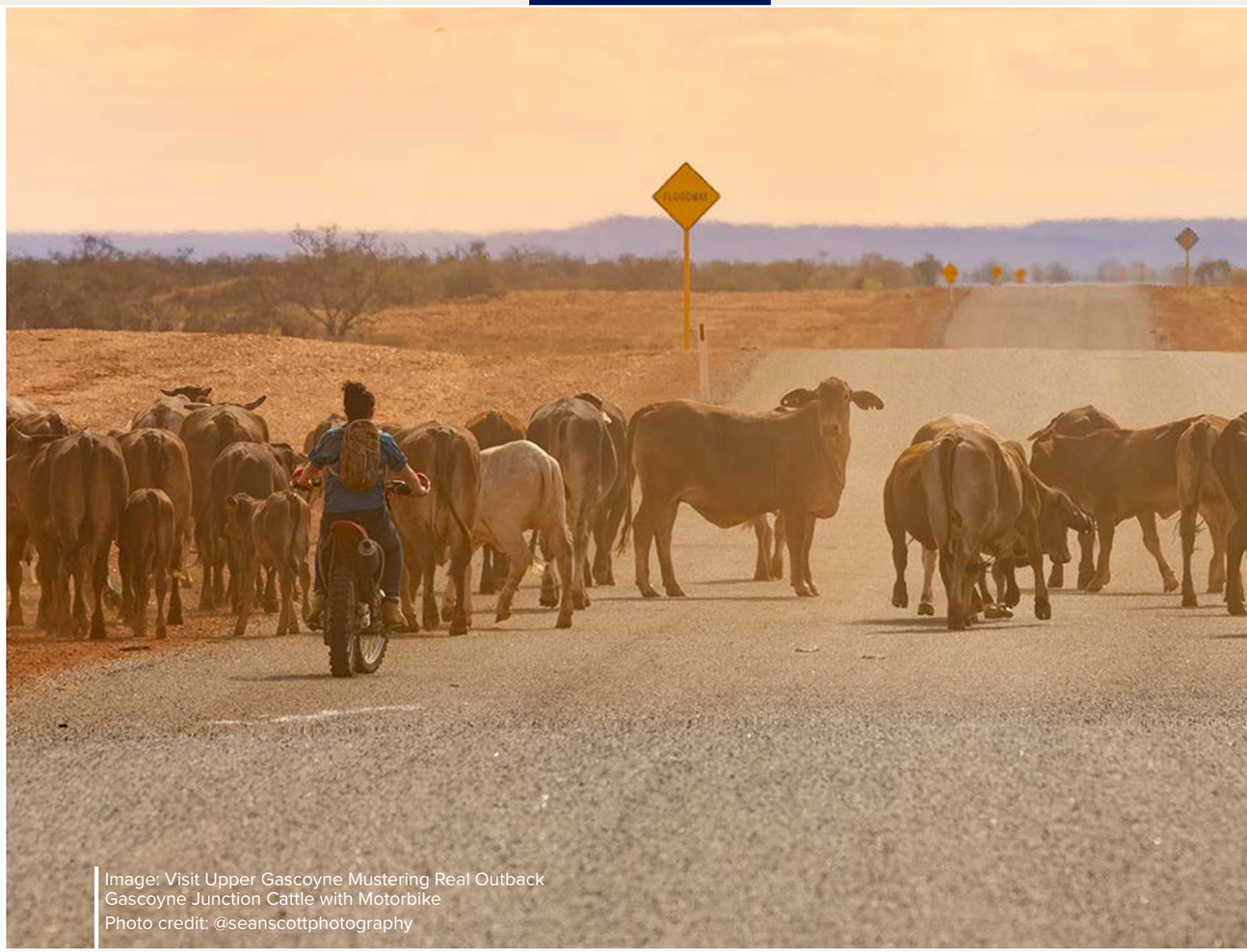


Image: Visit Upper Gascoyne Mustering Real Outback Gascoyne Junction Cattle with Motorbike
Photo credit: @seanscottphotography

Environmental assets in action: Carnarvon Artificial Reef

The Carnarvon Artificial Reef, installed in August 2025, represents a significant investment in enhancing the region's marine environment and recreational opportunities.

Led by the Department of Primary Industries and Regional Development (DPIRD), the project was delivered in partnership with the Commission, Recfishwest, the Shire of Carnarvon and the Carnarvon Chamber of Commerce.

This project demonstrates the role of targeted environmental investment in supporting both ecological outcomes and regional economic diversification.

Key features include:

- installation of 300 purpose-built reef modules
- deployment across a nine-hectare site approximately 7 km offshore
- local fabrication by Carnarvon business Sweet as Concrete

The reef is designed to:

- enhance fish habitat and biodiversity
- improve recreational fishing opportunities
- support tourism and local economic activity

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Strategic Priority #6: Delivering Quality Infrastructure

Infrastructure plays a critical role in supporting liveability, economic activity and access to services across the Gascoyne.

The Commission works with government, industry and community partners to identify infrastructure needs, support planning and development, and coordinate investment in projects that strengthen regional connectivity, tourism and service delivery.

Supporting new home construction
Improving infrastructure and services in regional and remote communities

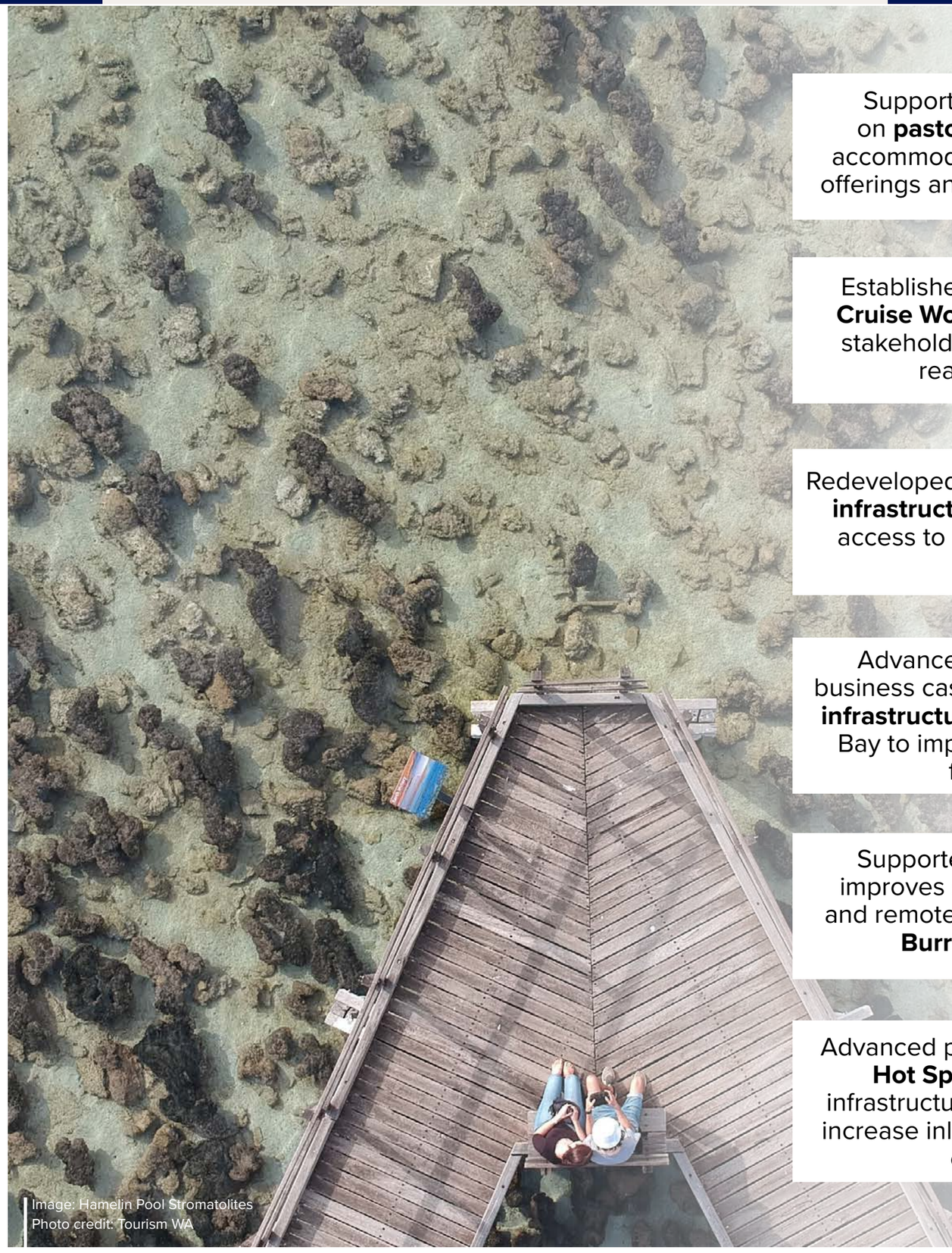


Image: Hamelin Pool Stromatolites
Photo credit: Tourism WA

Supported infrastructure improvements on **pastoral stations** that increase visitor accommodation capacity, strengthen tourism offerings and support economic diversification.

Established and coordinated the **Gascoyne Cruise Working Group** to improve planning, stakeholder coordination and infrastructure readiness for cruise visitation.

Redeveloped the GDC website to improve **digital infrastructure**, stakeholder engagement and access to regional information and services.

Advanced planning, concept design and business case development for strategic marine **infrastructure projects** in Carnarvon and Coral Bay to improve industry access and support future economic growth.

Supported infrastructure investment that improves services and liveability in regional and remote communities, including projects in **Burringurrah and Hamelin Pool.**

Advanced planning for the **Gascoyne Junction Hot Springs** project, a priority tourism infrastructure initiative with strong potential to increase inland visitation and drive sustainable economic development.

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In Action: Key Accommodation Infrastructure

Access to appropriate, well-located accommodation remains a critical infrastructure constraint across the Gascoyne, impacting workforce availability, service delivery and economic growth and liveability.

During 2025–26, the Commission supported a range of initiatives aimed at improving accommodation supply through both traditional housing development and innovative, place-based infrastructure solutions.

Station stays as a regional infrastructure solution

In remote and pastoral parts of the region, traditional accommodation delivery models are often not viable due to cost, regulatory framework, scale and location.

In response, the Commission has supported the development of station stays to increase accommodation supply, boost the regional visitor economy and enable the use of existing pastoral assets to provide flexible accommodation options for visitors and workers.

Through collaboration with pastoral operators, local and state government agencies and industry partners, this work has helped to:

- increase accommodation capacity in remote areas where supply is otherwise limited,
- diversify pastoral operations providing new revenue-generating streams,
- support seasonal and project-based workforce requirements and
- strengthen visitor offerings aligned with the region's natural and cultural assets.

This approach reflects a practical response to regional conditions, enabling the delivery of fit-for-purpose infrastructure that leverages existing assets and reduces reliance on high-cost new builds.

Supporting housing development

Across the Gascoyne, the Commission has also continued to support housing initiatives that address more acute and persistent shortages in established population centres.

Working with State and local government partners, this has included facilitating and advocating for housing developments that increase supply, support workforce attraction and improve access to essential services.

This work complements broader regional housing efforts by ensuring that infrastructure investment is aligned to areas of highest demand and supports both community and industry needs.

Highlights:

- supported delivery of both traditional and alternative accommodation infrastructure across the region
- improved the availability of housing and short-term accommodation for workers and visitors
- enabled pastoral and local businesses to diversify through infrastructure development
- strengthened the region's capacity to improve liveability and support economic growth, service delivery and investment



Image: Bullara Station
Photo credit: Tourism WA

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INTRODUCTION OVERVIEW OPERATIONS DISCLOSURES & COMPLIANCE

Report on Operations

Each year, we are required to meet various targets established by the State Government. These targets are related to desired outcomes, service delivery and performance metrics. The agreement serves as a means for the State Government to monitor the Commission's operational performance.

Actual results against 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)[3]	4,015	3,716	299
Net cost of services (sourced from Statement of Comprehensive Income)[4]	4,015	2,775	1,240
Total equity (sourced from Statement of Financial Position) [5]	123	1,804	1,681
Net increase / (decrease) in cash held (sourced from Statement of Cash Flows) [6]	(818)	271	1,089
Approved salary expense level [7]	1,897	1,944	(47)

(1) As specified in the Section 40 budget estimates.
(2) The variation is the difference between the Target and Actual for each line item.
(3) The Total Cost of Services is under budget estimates (2026 Target) due to delays in some project expenditure.
(4) The Net Cost of Services is under budget estimates (2026 Target) due to delays in some project expenditure and receipt of revenue for project work related to the following financial year.
(5) The Total Equity is higher than expected as the target loss for the year did not eventuate.
(6) The higher than anticipated cash held is due to the receipt of revenue in June related to expenditure in the following financial year.
(7) The Approved salary expense level was slightly over target due to additional projects approved through the mid-year budget process.

Working cash targets

	2026 Agreed limit ($000)	2026 Target[1]/Actual[2] ($000)	Variation ($000)
Agreed working cash limit (at Budget)	118	118	N/A
Agreed working cash limit (at Actuals)[3]	81	493	412

(1) Target to reflect the Commission's anticipated working cash for the 2025-26 financial year.
(2) Actual is the actual working cash held at the close of the financial year.
(3) The increase actual working cash limit for the year is due to delays in expenditure on projects throughout the year.

Independent Auditor's Report

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

This is consistent with the Office of the Auditor General's agreed rotational audit approach, under which the Commission's key financial statements are audited once every three years. The Commission's next audit will be for the 2027-28 financial year.

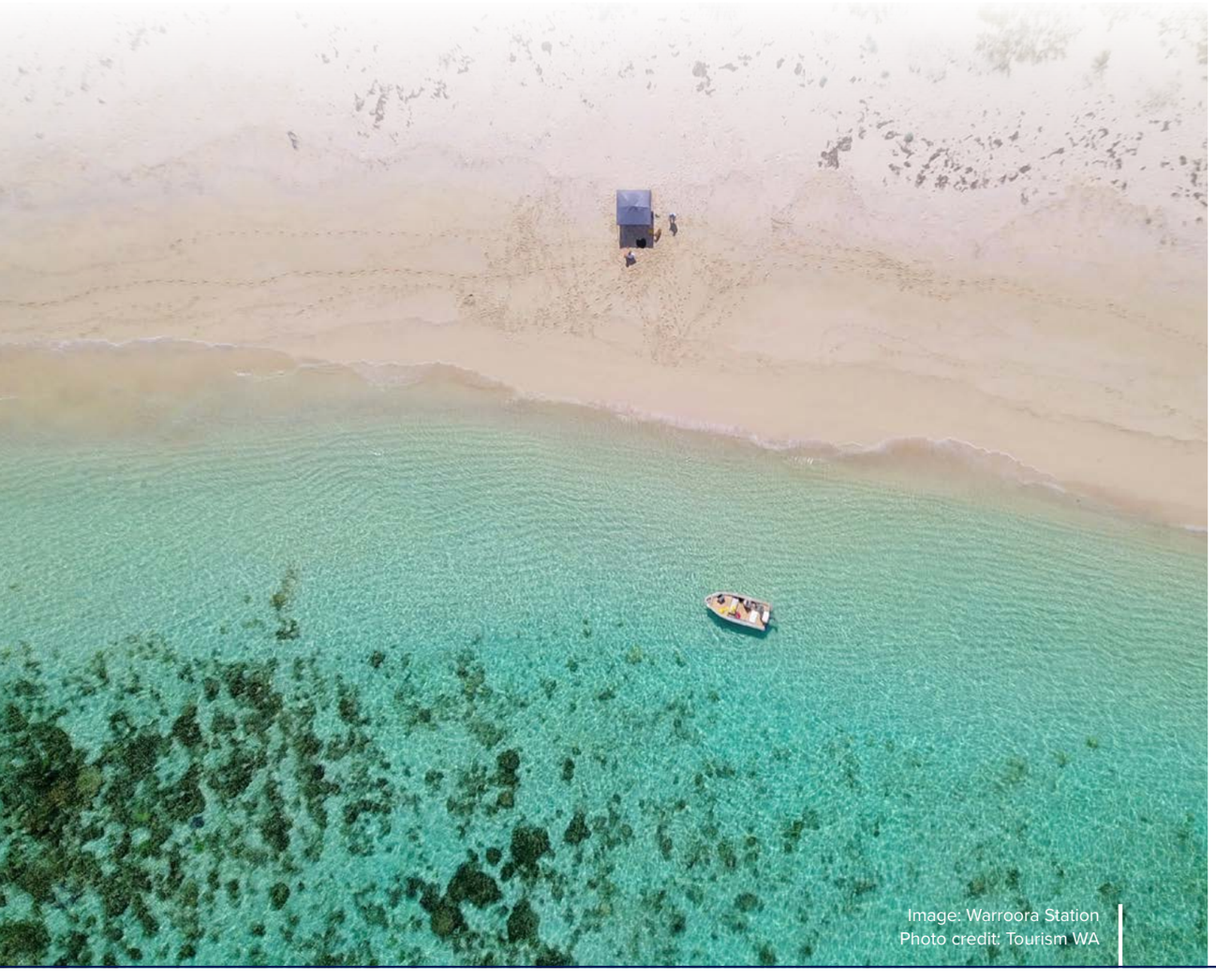


Image: Warroora Station
Photo credit: Tourism WA

INTRODUCTION OVERVIEW OPERATIONS DISCLOSURES & COMPLIANCE

GOVERNMENT OF WESTERN AUSTRALIA

GASCOYNE DEVELOPMENT COMMISSION
Creating the climate for growth

Gascoyne Development Commission

Financial Statements

for the financial year ended 30 June 2026

Gascoyne Development Commission

Disclosures and Legal Compliance

Certification of Financial Statements

For the financial year ended 30 June 2026

The accompanying financial statements of the Gascoyne 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.

Michael Juliff Chief Finance Officer	Timothy Bray Chief Executive Officer	Burke Maslen Chairperson
31 July 2026	31 July 2026	31 July 2026

Gascoyne Development Commission

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Gascoyne Development Commission
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)	**2,273**	2,014
Supplies and services	2.3	**943**	732
Accommodation expenditure	2.3	**159**	143
Depreciation expense	4.1, 4.2	**87**	80
Finance costs	6.2	**6**	4
Grants and subsidies	2.2	**134**	236
Other expenses	2.3	**114**	131
Total cost of services		**3,716**	3,340
Income			
Other income		**1**	3
Commonwealth grants	3.2	**940**	963
Total income		**941**	**966**
NET COST OF SERVICES		**2,775**	2,374
Income from State Government			
Income from other public sector entities	3.1	**1,303**	1,387
Services received free of charge	3.1	**1,880**	2,282
Total income from State Government		**3,183**	3,669
SURPLUS / (DEFICIT) FOR THE PERIOD		**408**	1,295
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD		**408**	1,295

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

Gascoyne Development Commission
Statement of Financial Position
As at 30 June 2026

	Notes	2026 $'000	2025 $'000
ASSETS			
Current Assets			
Cash and cash equivalents	6.3	**493**	512
Restricted cash and cash equivalents	6.3	**1,383**	1,093
Receivables	5.1	**369**	17
Total Current Assets		**2,245**	1,622
Non-Current Assets			
Amounts receivable for services	5.2	**34**	34
Plant, property and equipment	4.1	**7**	-
Right-of-use assets	4.2	**256**	56
Total Non-Current Assets		**297**	90
TOTAL ASSETS		**2,542**	1,712
LIABILITIES			
Current Liabilities			
Payables	5.3	**255**	63
Lease liabilities	6.1	**81**	59
Employee related provisions	2.1(b)	**226**	194
Total Current Liabilities		**562**	316
Non-Current Liabilities			
Lease liabilities	6.1	**176**	-
Total Non-Current Liabilities		**176**	-
TOTAL LIABILITIES		**738**	316
NET ASSETS		**1,804**	1,396
EQUITY			
Contributed equity		**90**	90
Accumulated surplus		**1,714**	1,306
TOTAL EQUITY		**1,804**	1,396

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

Gascoyne Development Commission
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	90	11	101
Surplus	-	1,295	1,295
Total comprehensive income for the period	-	1,295	1,295
Balance at 30 June 2025	90	1,306	1,396
Balance at 1 July 2025	**90**	**1,306**	**1,396**
Surplus	**-**	**408**	**408**
Total comprehensive income for the period	**-**	**408**	**408**
Balance at 30 June 2026	**90**	**1,714**	**1,804**

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

Gascoyne Development Commission
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		**1,303**	1,387
Net cash provided by State Government		**1,303**	1,387
Utilised as follows:			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employees benefits		**(340)**	(320)
Supplies and services		**(1,020)**	(354)
Finance costs		**(6)**	(4)
Grants and subsidies		**(134)**	(236)
GST payments on purchases		**(42)**	(42)
Other payments		**(30)**	(12)
Receipts			
Commonwealth grants and contributions		**611**	963
GST receipts from taxation authority		**24**	33
Other receipts		**1**	13
Net cash used in / (provided by) operating activities		**(937)**	41
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments			
Purchase of non-current physical assets		**(9)**	-
Net cash used in investing activities		**(9)**	-
CASH FLOWS FROM FINANCING ACTIVITIES			
Payments			
Principal elements of lease payments		**(86)**	(83)
Net cash used in financing activities		**(86)**	(83)
Net increase/(decrease) in cash and cash equivalents		**271**	1,345
Cash and cash equivalents at the beginning of the period		**1,605**	260
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD	6.3	**1,876**	1,605

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

Gascoyne Development Commission
Notes to the financial statements

1. Basis of preparation

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

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

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

Statement of compliance

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

The *Financial Management Act 2006* (the Act) and Treasurer's Instructions, which are legislative provisions governing the preparation of financial statements for agencies, take precedence over Australian Accounting Standards Board pronouncements. Where an AASB announcement is modified and has had a significant financial effect on the reported results, details of the modification and the resulting financial effect are disclosed in the notes to the financial statements.

Basis of preparation

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

Accounting of Goods and Services Tax (GST)

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

(a) amount of GST incurred by the Commission as a purchaser that is not recoverable from the Australian Taxation Office (ATO) is recognised as part of an asset's cost of acquisition or as part of an item of expense; and

(b) receivables and payables are stated with the amount of GST included.

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

Contributed equity

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

Comparative information

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

Judgements and estimates

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

INTRODUCTION OVERVIEW OPERATIONS DISCLOSURES & COMPLIANCE

Gascoyne Development Commission
Notes to the financial statements

2. Use of our funding

Expenses incurred in the delivery of services

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

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

2.1. (a) Employee benefits expenses

	2026 $'000	2025 $'000
Employee benefits	**1,944**	1,740
Superannuation - defined contribution plans	**226**	194
Other related expenses	**103**	80
Employee benefits expenses	**2,273**	2,014
Add: AASB 16 Non-monetary benefits	**89**	84
Total employee benefits	**2,362**	2,098

In previous years, resources received free of charge from the Department of Primary Industries and Regional Development (DPIRD) were reported as a single expenditure line item. To enhance the presentation of the Commission's operating costs, these resources are now allocated and presented by nature of expense within the Statement of Comprehensive Income and related disclosures. Comparative amounts have been updated to align with the current year presentation.

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

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

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

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

2.1. (b) Employee related provisions

	2026 $'000	2025 $'000
Current		
Employee benefits provisions		
Annual leave	**57**	40
Long service leave	**142**	133
	199	173
Other provisions		
Employment on-costs	**27**	21
Total current employee related provisions	**226**	194
Total employee related provisions	**226**	194

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

Gascoyne Development Commission
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.

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

Long service leave liabilities: Unconditional long service leave provisions are classified as current liabilities as the Commission does not have the right to defer settlement of the liability for at least 12 months after the reporting period. Pre-conditional and conditional long service leave provisions are classified as non-current liabilities because the Commission has the right to defer the settlement of the liability until the employee has completed the requisite years of service.

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

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

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

	2026 $'000	2025 $'000
Employment on-cost provision		
Carrying amount at start of period	**21**	19
Additional/(reversals of) provisions recognised	**6**	2
Carrying amount at end of period	**27**	21

Key sources of estimation uncertainty- long service leave

Key estimates and assumptions concerning the future are based on historical experience and various other factors that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year. Several estimates and assumptions are used in calculating the Commission's long service leave provision. These include expected future salary rates, discount rates, employee retention rates and expected future payments.

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

INTRODUCTION OVERVIEW OPERATIONS DISCLOSURES & COMPLIANCE

Gascoyne Development Commission
Notes to the financial statements

2.2. Grants and subsidies

	2026 $'000	2025 $'000
Non-Public	**44**	179
Local Government agencies	**90**	57
Total recurrent grant and subsidies	**134**	236

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

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

Grants are recognised as an expense in the reporting period in which they are paid or payable.

2.3. Other expenditure

	2026 $'000	2025 $'000
Supplies and services		
Board fees	**66**	94
Communications	**30**	52
Computing systems and support	**71**	49
Consultants and contractors	**17**	8
Consumables	**62**	73
Lease rent and hire costs	**34**	9
Licences fees and registration	**41**	41
Professional services	**422**	225
Travel	**170**	151
Vehicle Usage	**27**	28
Other	**3**	2
Total supplies and services expenses	**943**	732
Accommodation expenses		
Rental	**127**	108
Repairs and maintenance	**28**	30
Utilities, rates and charges	**4**	5
Total accommodation expenses	**159**	143
Other expenses		
Building and infrastructure maintenance	**10**	31
Donations and sponsorships	**17**	33
Internal audit fees	**6**	33
Other expenses	**81**	34
Total other expenses	**114**	131

In previous years, resources received free of charge from DPIRD were reported as a single expenditure line item. To enhance the presentation of the Commission's operating costs, these resources are now allocated and presented by nature of expense within the Statement of Comprehensive Income and related disclosures. Comparative amounts have been updated to align with the current year presentation.

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

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

Gascoyne Development Commission
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:

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

3.1. Income from State Government

	2026 $'000	2025 $'000
Income received from other public sector entities during the period:		
Department of Primary Industries and Regional Development - operational funding	**1,303**	1,387
Total grants and subsidies	**1,303**	1,387
Resources received from other public sector entities during the period:		
Services received free of charge - DPIRD [(a)]	**1,880**	2,282
Total resources received	**1,880**	2,282
Total income from State Government	**3,183**	3,669

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

3.1. Income from State Government

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

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

3.2. Commonwealth grants

	2026 $'000	2025 $'000
Grants	**940**	963
Total Commonwealth grants and contributions	**940**	963

Gascoyne Development Commission
Notes to the financial statements

4. Key assets

Assets the Commission utilises for economic benefit or service potential

This section includes information regarding the key assets the Commission utilises to gain economic benefits or provide service potential. The section sets out both the key accounting policies and financial information about the performance of these assets:

	Notes
Property, plant and equipment	4.1
Right-of-use assets	4.2

4.1. Property, plant and equipment

	Office equipment ($000)	Total ($000)
1 July 2025		
Gross carrying amount	**40**	40
Accumulated depreciation	**(40)**	(40)
Carrying amount at start of year	**-**	**-**
Additions	**10**	10
Depreciation	**(3)**	(3)
Carrying amount at 30 June 2026	**7**	**7**
Gross carrying amount	**50**	50
Accumulated depreciation	**(43)**	(43)

Initial recognition

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

Subsequent measurement

Property, plant and equipment are stated at historical cost less accumulated depreciation and accumulated impairment losses.

As at 30 June 2026, there were no indications of impairment to property, plant and equipment.

Finite useful lives

All property, plant and equipment having a limited useful life are systematically depreciated over their estimated useful lives in a manner that reflects the consumption of their future economic benefits. The exceptions to this rule include assets held for sale and land.

Depreciation is generally calculated on a straight line basis, at rates that allocate the asset's value, less any estimated residual value, over its estimated useful life. Typical estimated useful lives for the different asset classes for current and prior years are included in the table below:

- Office equipment 5-10 years

The estimated useful lives, residual values and depreciation method are reviewed at the end of each annual reporting period, and adjustments should be made where appropriate.

4.1.1 Depreciation and impairment

Impairment

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

Gascoyne Development Commission
Notes to the financial statements

4.1. Property, plant and equipment (continued)

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

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

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

4.2. Right of use assets

	Buildings	Vehicles	Total
	$'000	$'000	$'000
Carrying amount at beginning of period	**54**	**2**	**56**
Additions	**207**	**77**	**284**
Depreciation	**(70)**	**(14)**	**(84)**
Net carrying amount at end of period	**191**	**65**	**256**

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

Initial recognition

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

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

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

Subsequent Measurement

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

4.2.1 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 team and the estimated useful lives of the underlying assets.

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

Right-of-use assets are tested for impairment when an indication of impairment is identified. Where there is an indication of impairment, the recoverable amount is estimated. The policy in connection with testing for impairment is outlined in Note 4.1.1.

Gascoyne Development Commission
Notes to the financial statements

5. Other assets and liabilities

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

	Notes
Receivables	5.1
Amounts receivable for services	5.2
Payables	5.3

5.1. Receivables

	2026 $'000	2025 $'000
Current		
GST receivable	**23**	5
Other debtors	**346**	3
Total current	**369**	8

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

5.2. Amounts receivable for services (Holding Account)

	2026 $'000	2025 $'000
Non-current balance at end of period	**34**	34

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

5.3. Payables

	2026 $'000	2025 $'000
Trade payables	**174**	53
Accrued expenses	**71**	3
Accrued salaries	**10**	7
Total current payable	**255**	63

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

Accrued salaries represent the amount due to staff but unpaid at the end of the reporting period. Accrued salaries are settled within a fortnight after the reporting period. The Agency considers the carrying amount of accrued salaries to be equivalent to its fair value.

6. Financing

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

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

Gascoyne Development Commission
Notes to the financial statements

6.1. Lease liabilities

	2026 $'000	2025 $'000
Not later than one year	**81**	59
Later than one year and not later than five years	**176**	-
	257	**59**
Current	**81**	59
Non-current	**176**	-
	257	59

Initial measurement

At the commencement date, 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 included in the lease term by the Commission if the lease is reasonably certain to be extended (or not terminated).

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

Subsequent measurement

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

This section should be read in conjunction with Note 4.2 Right of use assets.

6.2. Finance costs

	2026 $'000	2025 $'000
Lease interest expense	**6**	4

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

Gascoyne Development Commission
Notes to the financial statements

6.3. Cash and cash equivalents

	2026 $'000	2025 $'000
Current non-restricted cash and cash equivalents	**493**	512
Non-Royalties for Regions fund restricted cash		
Externally funded projects	**102**	102
Regional Development Scheme	**36**	36
Carnarvon Justice Reinvestment program	**1,245**	955
Current restricted cash and cash equivalents	**1,383**	1,093
Total cash and cash equivalents	**1,876**	1,605

For the purpose of the statement of cash flows, cash and cash equivalent (and restricted cash and cash equivalent) assets comprise cash on hand and short-term deposits with original maturities of three months or less that are readily convertible to a known amount of cash and which are subject to insignificant risk of changes in value.

6.4. Capital commitments

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

7. Financial instruments and contingencies

	Notes
Financial instruments	7.1
Contingent assets and liabilities	7.2

7.1. Financial instruments

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

	2026 $'000	2025 $'000
Financial assets		
Cash and cash equivalents	**1,876**	1,614
Financial assets at amortised cost [(a)]	**380**	37
Total financial assets	**2,256**	1,651
Financial liabilities		
Financial liabilities measured at amortised cost [(b)]	**512**	122
Total financial liabilities	**512**	122

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

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

7.2. Contingent assets and liabilities

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

Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

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

Gascoyne Development Commission
Notes to the financial statements

8. Other Disclosures

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

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

8.1. Events occurring after the end of the reporting period

There were no events occurring after the reporting period date that impact on the financial statements.

8.2. Key management personnel

The Commission has determined key management personnel to include the members of the accountable authority, senior officers of the Commission and cabinet ministers. The Commission does not incur expenditures to compensate ministers, and those disclosures may be found in the *Annual Report on State Finances.*

The total fees, salaries, superannuation, non-monetary benefits and other benefits for members of the accountable authority and senior officers of the Commission for the reporting period are presented within the following bands:

Compensation band ($) of members of the accountable authority	**2026**	**2025**
50,001 - 60,000	**1**	-
20,001 - 30,000	**-**	2
10,000 - 20,000	**-**	1
0 - 10,000	**4**	4

Compensation band ($) of senior officers	**2026**	**2025**
350,001 - 400,000	**-**	1
300,001 - 350,000	**1**	-
200,001 - 250,000	**1**	-
150,001 - 200,000	**1**	2

	2026	**2025**
	$'000	**$'000**
Total compensation of senior officers	**667**	803

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

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

Material transactions with other related entities

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

8.4. Related bodies

The Commission had no related bodies during the reporting period.

8.5. Affiliated bodies

The Commission had no affiliated bodies during the reporting period.

8.6. Special purpose accounts

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

8.7. Remuneration of auditors

Remuneration paid or payable to the Auditor General in respect of the audit for the current financial year is nil (2025: $35,000).

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.

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 Gascoyne Development Commission's performance and fairly represent the performance of the Gascoyne Development Commission for the financial year ended 30 June 2026.



Burke Maslen
Chairman
31 July 2026



Tim Bray
Chief Executive Officer
31 July 2026

GASCOYNE DEVELOPMENT COMMISSION KEY PERFORMANCE INDICATORS For the year ended 30 June 2026

DETAILED INFORMATION IN SUPPORT OF KEY PERFORMANCE INDICATORS

Relationship to Government Goals

The Gascoyne Development Commission delivers the Regional Development service to facilitate the balanced economic and social development of the Gascoyne region.

This service includes:

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

These services contribute to the Commission's Government Desired Outcome by supporting sustainable economic growth, improving regional liveability, strengthening partnerships and encouraging investment across the Gascoyne region. In doing so, the Commission also supports 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	An environment conducive to the balanced economic and social development of the Gascoyne Region.	Regional Development

GASCOYNE DEVELOPMENT COMMISSION
KEY PERFORMANCE INDICATORS
For the year ended 30 June 2026

Key Effectiveness Indicator

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

Performance is assessed through an annual independent survey of key clients and stakeholders. The survey measures stakeholder perceptions of the Commission's effectiveness in delivering regional development services and contributing to the economic and social development of the region.

Stakeholders were identified, comprising representatives from local, State and Commonwealth government agencies, private sector organisations and non-government organisations. A total of 97 completed surveys were received. The response rate is sufficient to ensure that the overall results are representative of the opinions of the population of key stakeholders within a possible sampling error of +/- 6.8% at the 95%confidence level.

The Commission considers the responses received to be representative of its key stakeholder groups with 94% of respondents indicating they believe the Commission is operationally effective and contributes to balanced positive social and economic development in the Gascoyne.

Key Effectiveness Indicator:	Actual 2023	Actual 2024	Actual 2025	Target 2026	Actual 2026
The Commission is effective and makes a positive contribution to the economic and social development of the Gascoyne region.	84%	92%	84%	80%	**94%**

INTRODUCTION OVERVIEW OPERATIONS DISCLOSURES & COMPLIANCE

GASCOYNE DEVELOPMENT COMMISSION
KEY PERFORMANCE INDICATORS
For the year ended 30 June 2026

SERVICE: REGIONAL DEVELOPMENT.

Key Efficiency Indicator

Average cost per hour

The following table records the average total cost of services per hour as the key efficiency indicator.

Key Efficiency Indicator	Actual 2023	Actual 2024	Actual 2025	Target[3] 2026	Actual 2026
Average cost[1] per hour[2]	$142	$135	$151	$205	**$182**

The Commission's efficiency is measured by the average cost per chargeable hour in delivering its Regional Development service. This indicator measures the cost of providing services relative to the level of activity undertaken and assists users in assessing how efficiently resources are utilised in achieving the Commission's Government Desired Outcome.

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 chargeable hours were 10**% above target**, reflecting additional project activity related to salary expenditure undertaken during the financial year that were unbudgeted.

Total operating expenses were 2**% below target**, primarily due to the delays in expenditure on various projects.

As a result, the average cost per chargeable hour was 11**% below the annual target**.

Ministerial Directives

Section 25 (2) of the *Regional Development Commissions 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.

Other Financial Disclosures

Pricing policies of services provided

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

Capital works

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

Employment and industrial relations

Due to the 2017 Machinery of Government changes, the Chief Executive Officer is the only employee of the Commission. DPIRD assign staff as part of a Service Level Agreement and a staffing arrangement pursuant to section 29 of the *Regional Development Commissions Act 1993*.

Staff Development

GDC is committed to supporting staff in developing the skills and knowledge required to meet the evolving needs of the region and their professional development.

Training plans and development goals are included in each employee's annual performance review process, ensuring a consistent focus on growth.

In 2025–26, GDC staff and Board members participated in a range of workshops, conferences, and professional development opportunities. These included the Economic Development Australia's economic development practitioner's professional accreditation, Exmouth Chamber of Commerce and Industry's Business Accelerator Program.

Workers' compensation

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

INTRODUCTION OVERVIEW OPERATIONS DISCLOSURES & COMPLIANCE

Government Policy Requirements

Board and Committee Remuneration

Position title	Member name	Type of remuneration*	Period of membership**	Term of appointment / tenure***	Base salary / sitting fees	Gross/actual remuneration for financial year
Chair	Burke Maslen	Stipend/Sitting Fees	12 Months	4 Years	$47,250pa	$54,582
Deputy	Cheryl Cowell	Stipend/Sitting Fees	12 months	6 years	Stipend $5,000, sitting fees $790 full day, $513 part day	$3,147
Member	Kevin Leahy	Sitting Fees	12 Months	3 years	Sitting fees $680 full day, $422 part day	$7,573
Member	Damir (Dan) Kuzmicich	Sitting Fees	12 Months	5 years	Sitting fees $680 full day, $422 part day	$5,042
Member	Stephanie Perry	Sitting Fees	12 Months	3 years	Sitting fees $680 full day, $422 part day	$5,920
Total						**$76,264**

* If applicable include sessional payment per meeting, half day or annual.

** Refers to board member membership during reporting period not entire tenure on board or committee. Period of membership to correlate with respective remuneration received in financial year.

*** Refers to term of appointment/tenure (if relevant) or appointment type, for example sessional or full time.

Consultancy expenditure

The Gascoyne Development Commission engages consultants where specialist expertise is required and where it is not cost-effective to develop that capability internally. During 2025-26, the Commission did not engage consultants for the provision of strategic advice as defined in the Annual Report Guidelines. Any external professional services procured were for operational, technical or administrative purposes and are therefore classified as non-strategic advice, which is not required to be reported as consultant expenditure.

Work health and safety and injury management

GDC is committed to providing a safe and healthy work environment, in line with the principles of Work Health and Safety (WHS) and the requirements of the *Workers' Compensation and Injury Management Act 1981.*

Measures	Results: 2024-25	Results: 2025-26	Targets
Number of fatalities	-	-	-
Incidence of work-related injury or illness	-	-	Reduce by 2% per year and 15% by 2033 compared with 2023
Incidence rate of serious claims with one or more weeks' lost time	-	-	Reduce by 2.5% per year and 20% by 2033 compared with 2023
Incidence rate of claims resulting in permanent impairment	-	-	Reduce by 2% per year and 15% by 2033 compared with 2023
Incidence rate of work- related respiratory disease	-	-	Reduce by 2.5% per year and 20% by 2033 compared with 2023
Managers and supervisors trained in: 1. work health and safety as relevant to the PCBU's risk profile; and 2. injury management	 1 1	 - 2	 Greater than or equal to 80% of cohort trained within last two (2) years 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	-	-	No target
Percentage of workers returned to work on full duties and hours (ii) within 26 weeks	-	-	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	Yes	Yes	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; 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	-	-	No target – intended for agency trend information

WHS policies are regularly reviewed and updated to reflect the changing needs of the organisation and its integration with the Department of Primary Industries and Regional Development. Staff are introduced to WHS policies and procedures during induction, with ongoing awareness reinforced through monthly meetings as required.

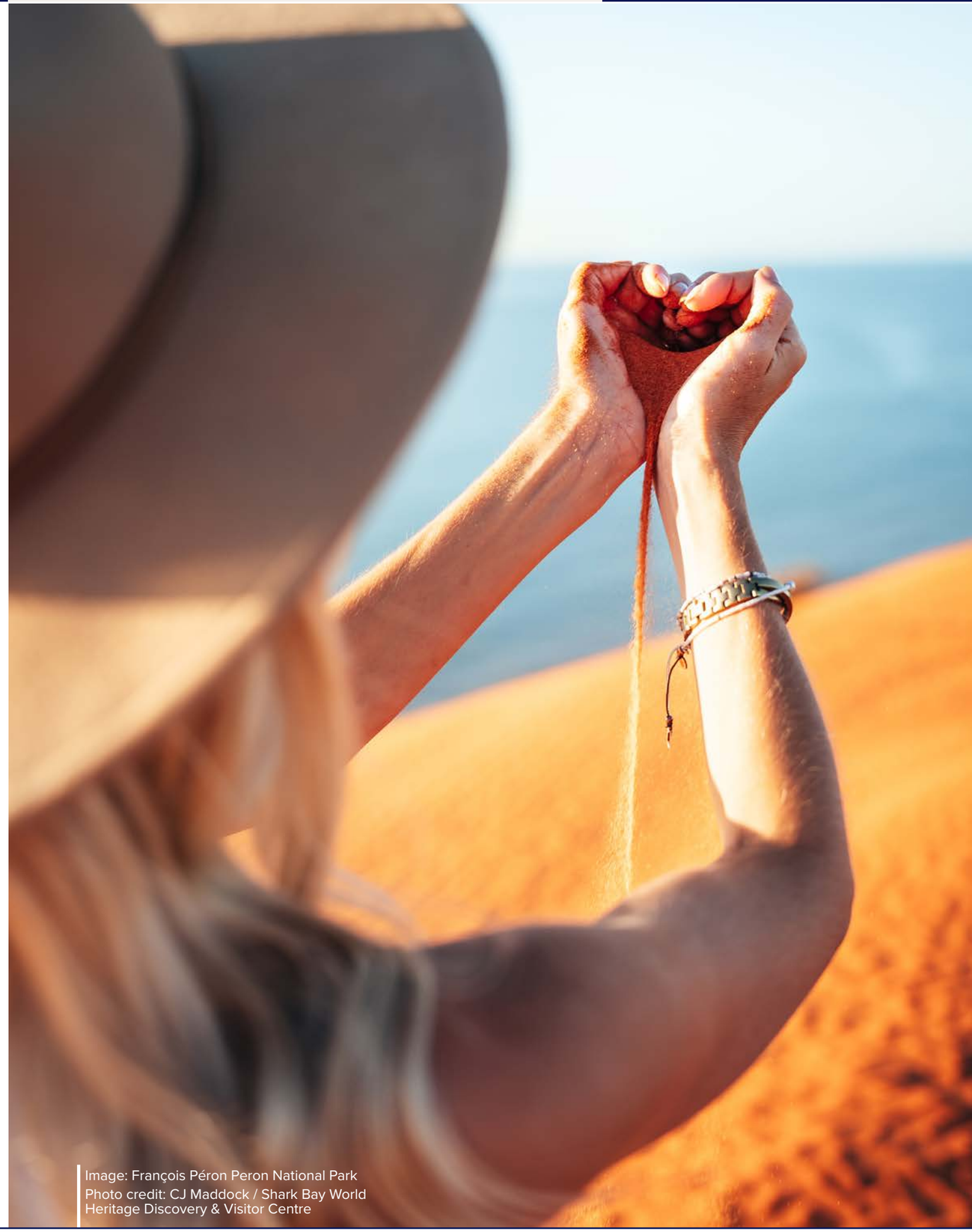


Image: François Péron Peron National Park
Photo credit: CJ Maddock / Shark Bay World Heritage Discovery & Visitor Centre

WA Multicultural Policy Framework

The Multicultural Plan 2021 – 2026 sets out the tangible ways in which the Department of Primary Industries and Regional Development and Regional Development Commissions, including the Gascoyne Development Commission, work to achieve the policy priorities, outcomes and strategies of the WA Multicultural Framework for the Culturally and Linguistically Diverse (CaLD) community of Western Australia. The Commission is committed to ensuring our services are culturally responsive in a manner that acknowledges the worth and preserves the dignity of the CaLD community.

Workforce inclusiveness requirements

The Commission is committed to fostering an inclusive and diverse workplace where all team members, whether based in Exmouth or Carnarvon, feel valued, respected and supported. The organisation remains committed to building a workforce that reflects the communities it serves while ensuring all employees feel safe, included and empowered to perform at their best.

Closing the Gap

The Gascoyne Development Commission contributes to the Western Australian Government's commitment under the National Agreement on Closing the Gap by supporting genuine partnerships, shared decision-making and community-led initiatives that improve outcomes for Aboriginal people.

During the year, the Commission supported community-driven development initiatives and continued its commitment to Carnarvon Common Ground, a community-led justice reinvestment initiative focused on improving long-term social and economic outcomes. The Commission also maintained engagement with Aboriginal organisations to support governance, planning and project delivery, while facilitating access to economic opportunities through programs such as the Regional Economic Development (RED) Grants program, tourism and cultural enterprise initiatives, small business development, and leadership development opportunities for emerging Aboriginal leaders.

These activities align with the National Agreement's priority reforms by strengthening partnerships with Aboriginal communities, supporting place-based and community-controlled approaches, improving economic participation, and embedding cultural awareness and responsiveness in program delivery.

INTRODUCTION OVERVIEW OPERATIONS DISCLOSURES & COMPLIANCE

Other Legal Requirements

Acts of Grace Payments

The Commission did not make any Acts of Grace payments in 2025/2026.

Unauthorised Use of Credit Card

Commission Officers hold corporate credit cards where their functions warrant usage of this facility. Despite each cardholder being reminded of their obligations annually under the Commission's credit card policy, there were two instances where employees inadvertently used their corporate credit card for personal purchases. The matter was not referred for disciplinary action as the Chief Finance Officer noted prompt advice and settlement of the personal use amount, and, that the nature of the expenditure was immaterial and characteristic of an honest mistake.

Description	Quantity / Value
Number of instances the Western Australian Government purchasing card has been used for personal expenditure	2
Aggregate amount of personal used expenditure	$125
Aggregate amount of personal use expenditure settled by due date	-
Aggregate amount of personal use expenditure settled after the period required	$125
Aggregate amount of personal use expenditure outstanding at the end of period	-
Number of referrals for disciplinary action instigated by the notifiable authority during the reporting period	-

Advertising, market research, polling and direct mail

In accordance with section 175ZE of the *Electoral Act 1907*, the agency incurred the following expenditure in advertising, market research, polling, direct mail and media advertising. Total expenditure for 2025-2026 was $1,432.

Class of Expenditure	Organisation	Amount ($)	Total ($)
Advertising agencies	Digital Marketing Aus	$455	$455
Market research organisations	-	-	-
Polling organisations	-	-	-
Direct mail organisations	-	-	-
Media advertising organisations	Facebook West Regional Newspapers	$273 $704	$977
Grand total			**$1,432**

Disability access and inclusion plan outcomes

The Disability Access and Inclusion Plan 2024-29 (DAIP) outlines the actions and improvements that the Department of Primary Industries and Regional Development and Regional Development Commissions, including the Gascoyne Development Commission, can take to ensure people with disability, their carers and families, have equitable access to services, facilities, information, and opportunities for participation in line with the desired outcomes of the *Disability Services Act 1993*. The Commission is committed to providing inclusive and accessible information, services, and facilities, and to ensuring that people with disability have the same opportunities as other community members to access programs, employment, consultation processes, grievance mechanisms, and decision-making activities. This commitment extends to services delivered on behalf of the Commission by agents, contractors, and partner organisations, who are expected to uphold the principles of access and inclusion.

The Commission supports access through accessible office infrastructure, including ramps, doorways, amenities, and ACROD parking bays at its Carnarvon and Exmouth offices, enabling participation in meetings, community engagement, and consultation activities. The Commission continues to identify and address barriers to access and inclusion, and where its facilities or services are not fully accessible, will make alternative arrangements to ensure people with disability can access information, services, and participate fully in community and decision-making processes. The Commission is committed to ensuring people with disability have the same rights and opportunities as other community members to access the services provided by our agencies.

Compliance with public sector standards and ethical codes

The Gascoyne Development Commission is committed to maintaining high standards of integrity, accountability and ethical conduct in accordance with the *Public Sector Management Act 1994*, the Public Sector Code of Ethics and the Commission's Code of Ethics and Conduct.

The Commission's Code of Ethics and Conduct incorporates the Public Sector Code of Ethics and applies to all employees and Board members. New employees are provided with the Code and relevant policies as part of their induction, and staff are required to complete mandatory training in accountable and ethical decision-making. Ethics and integrity remain a standing agenda item at monthly team meetings.

During the reporting period, the Commission continued to review and implement agency and Department of Primary Industries and Regional Development policies and procedures to support compliance with public sector standards, Commissioner's Instructions and ethical conduct requirements.

No compliance issues were identified during the 2025-26 reporting period.

The applications made for breach of standards and the corresponding outcomes for the reporting period are:

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

INTRODUCTION OVERVIEW OPERATIONS DISCLOSURES & COMPLIANCE

Freedom of Information and Public Interest Disclosure

The Gascoyne Development Commission recognises its obligations under the *Freedom of Information Act 1992* and the *Public Interest Disclosure Act 2003*, which form part of the Commission's legislative and governance framework. During the 2025-26 reporting period, the Commission received no formal Freedom of Information applications and no Public Interest Disclosures.

Information about Freedom of Information, complaints and Public Interest Disclosure processes is available on the Commission's website. Disclosures are received and managed by the Commission's designated Public Interest Disclosure officer in accordance with the PID Act and the Commission's PID procedures.

Recordkeeping plans

In accordance with the *State Records Act 2000*, the Gascoyne Development Commission has developed and implemented a Record Keeping Plan aligned with the principles defined by the State Records Office.

The Commission's policies relating to record-keeping, digital security, and IT management are reviewed regularly to ensure they remain aligned with operational and compliance requirements. The continued use of cloud-based record-keeping systems, alongside strengthened cyber security measures, has improved the efficiency, accessibility and security of information management practices.

Through the review process, the Commission has identified opportunities to further strengthen its record-keeping systems. Staff training is currently underway to support the implementation of the updated Record Keeping Plan, improvements to the Electronic Document and Records Management System (EDRMS) and compliance with the Public Records Information System (PRIS), ensuring consistent record-keeping practices across the organisation.



Image: Wula Gura Nyinda Eco Cultural Adventures
Photo credit: Tourism WA



GOVERNMENT OF
WESTERN AUSTRALIA

GASCOYNE
DEVELOPMENT COMMISSION
Creating the climate for growth