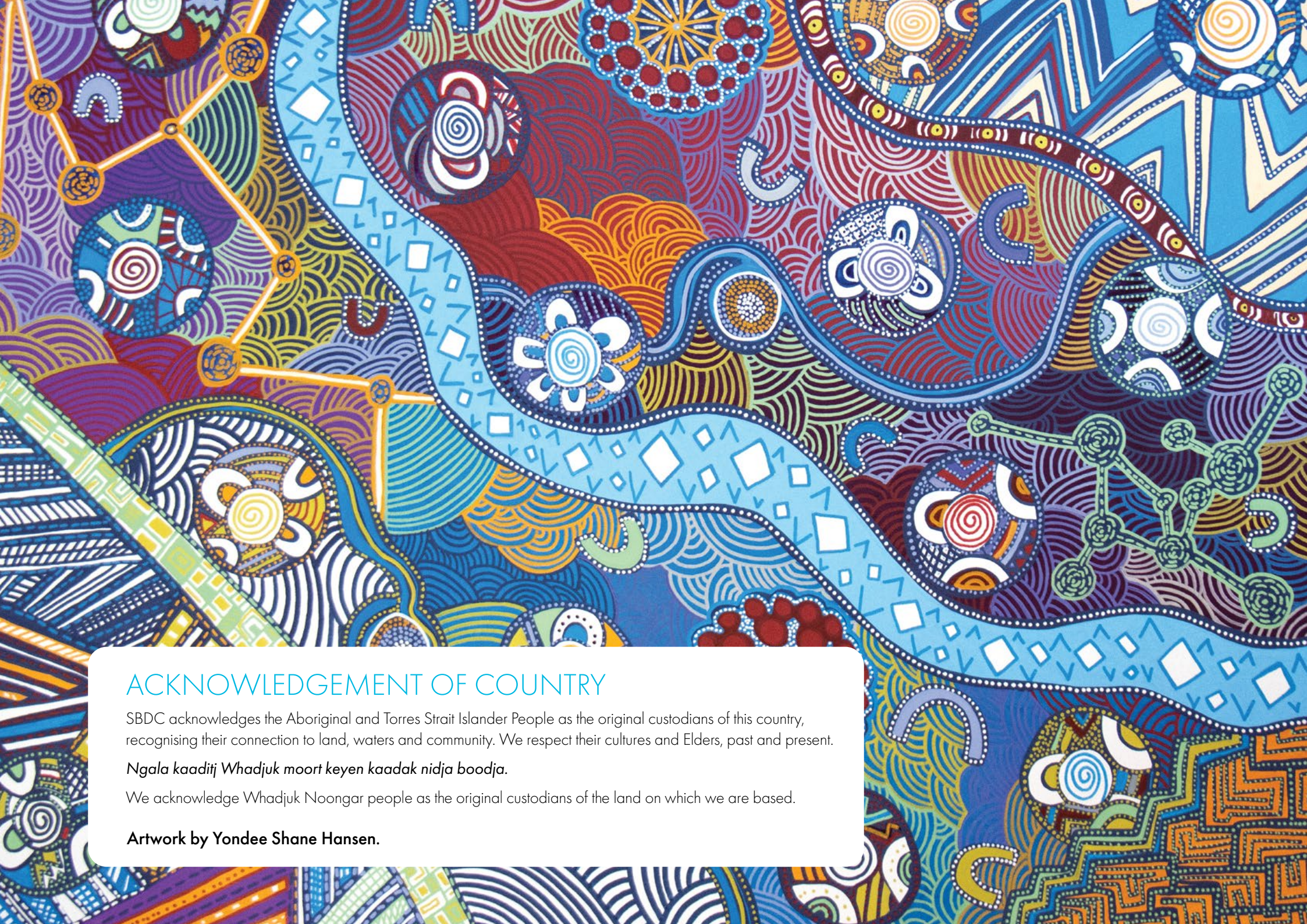




Small Business
Development Corporation



ANNUAL REPORT **2025-26**



ACKNOWLEDGEMENT OF COUNTRY

SBDC acknowledges the Aboriginal and Torres Strait Islander People as the original custodians of this country, recognising their connection to land, waters and community. We respect their cultures and Elders, past and present.

Ngala kaadiŋ Whadjuk moort keyen kaadak nidja boodja.

We acknowledge Whadjuk Noongar people as the original custodians of the land on which we are based.

Artwork by Yondee Shane Hansen.

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STATEMENT OF COMPLIANCE

FOR THE YEAR ENDED 30 JUNE 2026

Hon Jackie Jarvis MLC

Minister for Small Business

In accordance with section 63 of the *Financial Management Act 2006*, we hereby submit for your information and presentation to the Parliament, the annual report of the Small Business Development Corporation for the reporting period ended 30 June 2026. The annual report has been prepared in accordance with the provisions of the *Financial Management Act 2006*.



Sharni Foulkes

Chair
Small Business Development Corporation



Saj Abdoolakhan

Small Business Commissioner
Chief Executive Officer
Small Business Development Corporation

OVERVIEW





Hon Jackie Jarvis MLC
Minister for Small Business

OPERATIONAL STRUCTURE

The Small Business Development Corporation (SBDC) is an independent statutory authority of the Government of Western Australia (WA), established in 1984 under the *Small Business Development Corporation Act 1983* (SBDC Act).

What we do

The primary role of the SBDC is to encourage, promote, facilitate and assist the establishment, growth and development of small business in Western Australia. This is achieved by providing practical advice, information, and guidance to small business owners. The agency delivers skills development workshops for existing and aspiring small business operators, offers a dispute resolution service, provides access to free business information and tools, and investigates unfair practices that impact small business. The SBDC undertakes other programs and projects as required, to improve the operating environment for small businesses in Western Australia.

The SBDC works directly with small business owners and liaises with industry and business associations to exchange information and provide support and assistance to their members. The Corporation also provides advice and support to the Minister for Small Business on matters affecting the sector, including the effect of government policy and legislation on small business, and advocates to all levels of government for policies and regulations that support the establishment and growth of small businesses.

Through these and other avenues, the SBDC raises awareness of the importance of small business to the economy, nurtures the growth and diversity of small businesses in Western Australia and works to unleash the enterprising business spirit of Western Australians.

Responsible Minister

As at 30 June 2026, the Hon Jackie Jarvis MLC, Minister for Small Business, has responsibility for the SBDC, and appoints representatives from the small business community to the Corporation's Board.

Enabling legislation

The *Small Business Development Corporation Act 1983* (SBDC Act) provides for the establishment of the Small Business Development Corporation and a Small Business Commissioner to support the enhancement of a competitive and fair operating environment and to encourage, promote, facilitate and assist the establishment, development and carrying on of small business in Western Australia. The Act also empowers the Corporation to give financial assistance, grants and funding in relation to small businesses.

The Small Business Commissioner is authorised to investigate complaints about any matter that affects the commercial activities of small businesses and to offer a dispute resolution service designed to help small business operators resolve their commercial disputes.

Operational structure

The SBDC delivers services through the following areas:

- Business Advisory Services
- Business Skills Development
- Strategy, Marketing and Communications
- Business Investigations and Dispute Services
- Commissioner's Office
- Policy and Advocacy





EXECUTIVE SUMMARY

Chair's report

The Small Business Development Corporation continues to play a central role in supporting the Western Australian Government's Made in WA plan and the Diversify WA agenda in 2025-26. In my first full year as Chair, it has been a privilege to watch the Board and the Corporation contribute to the WA small business sector and the Government's strategies in such a tangible way.

The Board was pleased to see the successful roll out of the Small Business Growth Grants program – a WA Government 2025 election commitment which provided established businesses with access to matched funding to obtain the specialist advice and services needed to move into their next phase of growth. With 150 small business operators receiving funding – and most of the expert services being delivered by fellow members of our state's small business community – the Growth Grants benefited the sector on multiple levels. Support that meets business owners at a genuine turning point and helps them take the next step is precisely the kind of initiative the SBDC is known to deliver.

I was delighted to note that the SBDC maintained its support of the WA Regional Business Excellence Awards, an event I always look forward to. Regional businesses face many different challenges compared to metro businesses. The SBDC's involvement in this event gives our staff and Board the opportunity to appreciate the diverse locations of the business owners we serve, and to celebrate the contribution they make to their communities and, more broadly, to the state economy.

Each year our Board and senior leadership team undertake a regional visit, to connect directly with the small business communities we support. This year, we travelled through the Pilbara, visiting Karratha, Dampier and Onslow. Over two productive days, we met with business owners, stakeholders and community leaders to gain a deeper understanding of the opportunities and challenges facing the region. These conversations provided valuable insights that have helped inform our strategic priorities and ensures the SBDC continues to deliver practical, targeted support where it is needed most.

Policy and advocacy work remained a core focus throughout the year, with the SBDC representing the interests of small business on matters of importance at both the local and national level. I place great value on this part of our mandate, because it ensures the voices of small business owners, who are not always positioned to advocate for themselves, are heard clearly in the policy discussions that shape their ability to operate, compete and grow.

A particular highlight for me this year was the establishment of a new suite of performance metrics by the agency. This has given our Board a clearer, more consistent and timely line of sight into the Corporation's operations. I have long believed that good governance depends on good information, and this new level of data-driven insight has allowed the Board to engage in more informed strategic decision-making and to better understand the outcomes the SBDC is delivering for Western Australian small businesses.

It was also the Board's pleasure to formally endorse the SBDC's new Strategic Plan 2026-2030. The plan, commencing on 1 July 2026, builds on the strong foundations of the organisation's historical work while positioning the SBDC to respond to the evolving needs of the small business sector in the years ahead. I look forward to supporting its implementation in the years to come.

I would like to thank my fellow Board members for their continued dedication and sound judgement over the past year, and to extend my sincere personal thanks to the leadership and staff of the SBDC for their professionalism and ongoing commitment to supporting small business owners across Western Australia. I'm incredibly proud of the work our team do, day in and day out, that gives our organisation such a strong purpose.



Sharni Foulkes

Chair
Small Business Development Corporation





EXECUTIVE SUMMARY

Chief Executive Officer's report

This year's Annual Report carries the theme "Growing capabilities, enabling small business", a phrase that speaks to the heart of what the SBDC exists to do. Our role is not simply to respond when a business owner reaches out in need: It is to actively build the capabilities, knowledge, confidence and tools that allow small businesses to navigate challenges and seize opportunities on their own terms.

Enabling small business means equipping owners to make sound decisions, through guidance, skills development, or simply the reassurance that there is somewhere to turn. This year's "Turn to Us" awareness campaign reflected that commitment, raising awareness of our services so that more businesses across WA know the SBDC is there for them. The competitive advantage of accessing our support is open to every small business in this state.

As well as supporting the everyday ups and downs of business life, our team responds swiftly when disruption strikes. The Morley Markets fire, the temporary closure of the Fremantle Traffic Bridge, and the impact of Severe Tropical Cyclone Narelle each called for targeted, responsive assistance — and our team delivered.

On a broader front, I was invited to assist the Industry Support Working Group, a ministerial forum led by the Deputy Premier, the Hon Rita Saffioti MLA. The group was established to examine the economic impacts of the Iran War, including fuel supply disruptions and elevated fuel costs, and develop proposals to support industry through the crisis. Working alongside colleagues across Government, I ensured

the small and medium business perspective was embedded in the State's response. It is a reminder that small business owners are often first to feel the effects when things go wrong, and my responsibility is to keep them front of mind in every policy conversation.

The Western Australian Government has an ambitious economic diversification agenda. Small business will play a significant role in this. To support the Governments' plan, the SBDC will continue to focus on making it easier to do business in WA.

We've made some good progress on the Small Business Friendly State Government Approvals Program — an initiative designed to make doing business in WA simpler and more straightforward. By bringing together local, State and federal regulators alongside industry to tackle red tape collaboratively, the program's craft brewing project demonstrated a model I believe can, and should, be applied across other sectors.

Looking ahead has remained as important as responding to the present. This year we identified defence-related supply chain opportunities for WA small businesses, advanced digital and AI literacy through our advisory services, and launched the Climate Ready program to help businesses adapt their operations in response to a changing climate. Being proactive, not merely reactive, is central to how I want this organisation to operate.

Stakeholder engagement continued across the state, reflecting the integral role small businesses play in every community. The Board visit to the Pilbara, participation in the Hedland Economic Forum and Converge Esperance Conference, and ongoing collaboration with

State Government partners and industry organisations, all reinforced the value of being present and connected. We also deepened our engagement with culturally and linguistically diverse business communities through the ASEAN Business Alliance, the Australian Arab Association, Indian Australian business networks, and many other cultural and community groups, alongside continued work with the WA Social Enterprise Council and the Institute of Public Accountants.

I want every small business owner in this state, whatever their background or postcode, to know the SBDC is genuinely there for them.

As we close the final year of our current strategic plan, I want to acknowledge every member of the SBDC team. Their dedication is the reason this organisation continues to earn the trust of those it serves. Looking ahead, I am genuinely excited about the role small business will play in delivering the state's broader economic ambitions and I am committed to leading the SBDC into its next chapter with the same purpose that has guided us throughout this year.



Saj Abdoolakhan

Small Business Commissioner
Chief Executive Officer
Small Business Development Corporation



OUR CUSTOMER PROMISES

We listen to you

We value your interactions with us and use everything we hear to continuously improve our services and processes to serve you the best we can. We will listen to and learn from you about what we can do better.

It's easy to get our help

We're WA locals and available to assist you across multiple channels, however you prefer to engage with us. Pick up the phone, find us online or meet us in person – we're ready to help.

We're here at each stage of your journey

Starting, owning and running a small business is a journey with challenges and opportunities along the way. Whatever stage you're at, we're here to assist you.

We empower you to make the big decisions

Being equipped with the right knowledge to make business decisions helps you feel more in control. We are here to give you, or connect you with, the advice and support you are looking for.

OUR VISION

For a strong and enterprising small business sector in Western Australia.

OUR MISSION

To facilitate relevant, practical support to small businesses and advocate on their behalf.

OUR VALUES



Enterprise

We value a solution-focused and inventive culture.



Collaboration

We actively work with others to achieve shared goals.



Integrity

We act with courage, honesty and respect.

OUR PURPOSE

Unleashing Western Australians' enterprising business spirit.

We know just how critical the small business sector is to our state's economy. Without it, our lives in Western Australia would look very different.

When it comes to small business, we believe in the people who have self-selected for the challenge of running their own business.

At the SBDC, we're working for a reality where the spirit it takes to own and operate a small business is free to flourish – day in, day out, week after week, and for the years ahead.

It takes a steely determination to start. And it takes an enterprising business spirit to succeed. That's us. Unleashing Western Australians' enterprising business spirit.

**When small business owners need trusted guidance,
effective advocacy or practical support, they**

Turn to us.



YEAR IN REVIEW

JULY 2025



July

Small Business Friendly Approvals Program

The Small Business Friendly Approvals Program commenced over 2025-2026. It brought together local governments, six state agencies, and a federal department, and members of the WA Brewers Association and WA Distillers Guild to examine the approvals experience for small beverage business startups, resulting in over 60 ideas for regulatory improvement in the sector.

August

Small Business Growth Grant program opens

The new program opened to applications on 4 August, offering eligible small business owners up to \$10,000 in matched funding to access professional advice and services. 150 small businesses in WA were successful in being approved for Growth Grant support.



September

Supporting small businesses managing recovery across 2025-26

SBDC advisers supported the recovery hub coordinated by Department of Fire and Emergency Services (DFES) and the City of Bayswater following the devastating fires at Morley Markets in September 2025 – providing guidance, practical assistance and support to impacted business owners.

Experienced SBDC advisers were mobilised to Exmouth in March 2026 to assist small businesses affected by Cyclone Narelle, providing advice on business recovery support and assistance measures.

In June 2026, the SBDC launched the Small Business Recovery Support Program on behalf of DFES, delivering financial support to small and medium-sized businesses impacted by Cyclone Narelle.



October

SBDC Board Regional visit to Pilbara

The Small Business Commissioner and SBDC Board members undertook a visit to Karratha, Dampier and Onslow, engaging with local businesses, industry leaders and economic development stakeholders across the Pilbara to understand the opportunities and challenges facing regional small businesses, including those connected to the resources supply chain, and strengthening relationships with key local stakeholders.

JUNE 2026

November

Commissioner presents at the Hedland Economic Forum

The Commissioner presented at the 2025 Hedland Economic Forum in Port Hedland, focusing on opportunities to streamline approvals processes, reduce red tape and support regional economic growth to make it easier to do business in WA.



December

Development of the 2026-30 Strategic Plan commenced

Management and key staff started working to shape the SBDC's intended outcomes and direction over the next four years, considering the evolving needs of WA small businesses and emerging challenges and opportunities they face.

March

Celebrating Harmony Week

The SBDC marked Harmony Week with a staff morning tea celebrating the diverse cultural backgrounds of employees through the sharing of traditional dishes and cultural connection.

Climate Ready program

The SBDC launched the Climate Ready program to help Western Australian small businesses understand climate risks, build resilience and develop practical adaptation plans.

Turn to Us campaign

The SBDC launched a general awareness campaign across the Perth metropolitan area. The central message, Running a small business? Turn to the SBDC for free advice, promoted the range of small business support available, including business advisory services, workshops and dispute resolution.



April

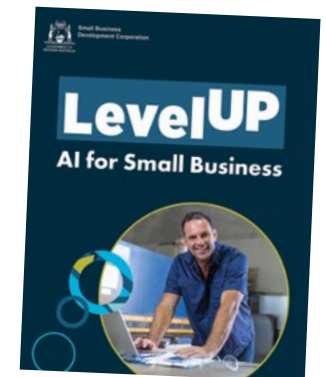
Fuel crisis support

The Commissioner played a key role in the WA Government's Industry Support Working Group established during the 2026 fuel crisis, helping coordinate support measures and provide insights into rising fuel cost impacts on WA small businesses. In June, the SBDC launched a Building Industry Business Hotline, responding to additional cost pressure on the sector as a result of impacts from the Middle East conflict.

May

Launch of the Level Up: AI for Small Business series

The SBDC launched an on-demand learning series designed to help small business owners understand and apply generative AI tools.



PERFORMANCE HIGHLIGHTS 2025-26



Online surveys were sent to all clients who had directly sought services during 2025-26. 593 client surveys were completed, giving a maximum margin of error of +/- 3.92% at the 95% confidence level.



KEY SMALL BUSINESS NUMBERS¹

96.9% of all businesses are classified as small

 **2.9%** are medium

 **0.2%** are large

257,933
small businesses in WA (including non-employed businesses)

172,144
non-employed businesses in WA

2,656,469
small businesses in Australia



¹Australian Bureau of Statistics (Released 26 August 2025) 8165.0 Counts of Australian Businesses, including Entries and Exits, June 2021 to June 2025, (time series spreadsheet). Statistics include only those businesses actively remitting Goods and Services Tax (GST). As such, small businesses not registered for GST are not captured in this data.

OPERATING STRUCTURE

BOARD OF MANAGEMENT

CEO/SMALL BUSINESS COMMISSIONER

 **Chief Financial Officer**
Financial Services

Executive Director

Strategic Policy, Investigations and Dispute Services

Executive Director

Strategy, Corporate and Statewide Services

Commissioner's Office

- Commissioner advocacy and stakeholder engagement
- Ministerial and Board liaison
- Administrative support
- Legal, risk and project management
- Small Business Friendly initiatives

Policy and Advocacy

- Ministerial policy support
- Commissioner policy and advocacy support
- Policy and legislative review and advocacy

Business Investigation and Dispute Services

- Dispute Resolution services and mediation
- Complaint assessment and investigation
- Inquiries into systemic issues
- Inter-agency intelligence and referrals

Strategy, Marketing and Communications

- Strategic and operational planning
- Marketing
- Digital management
- Communications and engagement
- Research and reporting
- Media and events

Grants Administration

- Grants administration and assessment

Corporate Services

- Financial governance and services
- Human resources
- ICT
- Information management

Business Advisory Services

- Business advisory services
- Commercial tenancy advice
- Business and market information

Business Skills Development

- Business skills workshops
- SBDC Regional
- Business migration
- Outreach services

OUTCOME-BASED MANAGEMENT FRAMEWORK

Government Goal: Delivering strong financial and economic management; diversifying our economy and making more things in WA.



Desired outcome

A strong and enterprising small business sector that contributes to the State's economy through job creation and business investment.



Effectiveness indicator

- The extent to which the information or guidance provided was useful.
- The extent to which the information or guidance provided contributed to a decision to start or buy a business.
- Total value of capital inflow to the State from the Business Migration program.
- Number of jobs created through the Business Migration program.



Services

- Information, guidance, referral and business development services.
- Access to justice for small businesses.



Efficiency indicators

- Cost per client serviced directly by the Corporation.
- Cost per client serviced through third-party delivery.
- Cost of policy development, advice and reform projects as a percentage of the total cost of service.
- Cost per client serviced directly in the provision of dispute resolution.
- Cost of subcontractor support services as a percentage of the total cost of service.

During 2025–26, Cabinet approved revised Government Goals. Accordingly, the Government Goal changed from “Made in WA Plan: Diversifying our economy for the future and creating local jobs” to “Delivering strong financial and economic management; diversifying our economy and making more things in WA.”

//

The results of contact with the SBDC are seen in where we are today, in how we are sustainable as a business.

//





The SBDC has so many services and tools. All the resources are great and for the most part don't even hit my budget.



PERFORMANCE



SHARED RESPONSIBILITY WITH OTHER AGENCIES

The SBDC worked collaboratively with a range of agencies to deliver services and programs that benefited small business, including:

- The Department of Primary Industries and Regional Development (Agriculture and Food), to deliver the farm debt mediation service, liaise with Local Content Officers and provide feedback to the Food and Hospitality Working Group.
- The Department of Energy and Economic Development (DEED), on initiatives to support small businesses, including: the establishment of an SBDC Digital Hub to promote small business digital inclusion and capability as part of the State Government's Digital Industries Acceleration Strategy; Climate Ready workshops and resources to help small businesses prepare for the impacts of a changing climate under the State Government's Climate Policy and Climate Adaptation Strategy; Doing Business with Government workshops as part of the Western Australian Industry Participation Strategy; and providing small business perspective as a judge for both the Innovator of the Year and the Innovations Pathways program led by DEED.
- Energy Policy WA and Department of Treasury and Finance, to deliver targeted assistance to small businesses and charities operating in embedded networks.
- Main Roads Western Australia, to support local small businesses affected by the Fremantle Traffic Bridge closure.
- Metronet, to support local small businesses affected by construction works on the Cockburn, Midland and Armadale-Byford lines.
- The Department of Fire and Emergency Services (DFES) to deliver the Business Recovery Support Program for business owners impacted by Severe Tropical Cyclone Narelle.

COLLABORATION WITH STRATEGIC PARTNERS

To expand the reach and general awareness of the SBDC's services, it is essential to leverage relationships with strategic partners, including the following organisations:

- John Curtin Law Clinic at Curtin University, to refer small business owners for pro bono legal advice and services from final-year law students.
- Department of the Premier and Cabinet (Office of Digital Government) and Department of Treasury and Finance, on increasing digital government transactions for small business.
- The Defence Strategy Committee, to strengthen SME engagement and identify opportunities for small businesses to participate in the defence supply chain.
- The Regional Chambers of Commerce and Industry WA, to share SBDC updates and information with regional Chambers of Commerce and support the WA Regional Excellence Awards through provision of judges and sponsorship.
- The Council of Regulators, on initiatives to streamline regulatory interactions for businesses and government, advance digital transformation and online service delivery, improve the proponent experience, strengthen cross-sector collaboration, and support cultural change across agencies.
- The SBDC Regional delivery partners, to provide advisory and business skills development on behalf of the SBDC throughout regional Western Australia.
- The SBDC's Enterprise skills panel, to deliver practical workshops to small businesses on behalf of the SBDC.
- The SBDC's Climate Ready panel, to deliver practical workshops to small businesses on behalf of the SBDC.
- Local government authorities who participate in the SBDC's Small Business Friendly Local Governments Alliance.
- Commonwealth, State and local government agencies and the WA Brewers Association participating in the Small Business Friendly State Government Approvals Program.
- The Department of Justice, on delivery of business foundation workshops in correctional facilities.
- The Department of Creative Industries, Tourism and Sport for collaboration and consultation on the Creative Industries Action Plan.
- The Office of Multicultural Interests to share information to support multicultural business owners in WA.
- The Australian Small Business and Family Enterprise Ombudsman, and the State Small Business Commissioners' offices, for shared information and local intelligence on national small business policy matters.
- Curtin Ignition at Curtin University, providing SBDC advisory support for participants during and after the intensive week-long program for entrepreneurs.
- Unions WA's Multicultural Workers Collective, to deliver workshops that assist small businesses to understand their employment and regulatory requirements when employing migrant workers.
- Reserve Bank of Australia, to provide feedback on the WA small business environment and how it compares on a national stage.



- Australian Taxation Office, for mutual awareness building of services offered and local intelligence from a WA perspective.
- Beyond Blue NewAccess program, to refer small business owners to a mental health coaching program.
- The Small Business Division of the Commonwealth Treasury and state-based small business offices, on progressing initiatives under the National Small Business Strategy and supporting the work of the National Small Business Ministers' meetings.
- The Australian Competition and Consumer Commission, on raising awareness of small business obligations and protections under the Australian Consumer Law and Franchising Code of Conduct.
- The Australian Securities and Investments Commission WA Regional Liaison Committee to raise awareness of issues impacting small businesses in WA.
- CORE Innovation Hub, to assess applications for the 'Made in the Pilbara' grants aimed at stimulating adoption of advanced manufacturing, localising supply chains and aligning technologies to future industry needs.
- Joint Agency Reconciliation working group, comprised of representatives from several State Government agencies, to collaborate on events and activities that strengthen reconciliation with WA's Aboriginal and Torres Strait Islander peoples.
- Exmouth CCI and Shire of Exmouth to ensure timely advice was provided to small businesses impacted by Cyclone Narelle.
- DFES and City of Bayswater to deliver in person advice and support to businesses impacted by the Morley Markets fire.
- A wide range of industry associations and representatives.



FINANCIAL TARGETS

Resource agreements are part of the State's financial management framework, articulating agency level government desired outcomes, services to be delivered, parliamentary appropriations to be provided, and performance targets to be achieved. Resource agreements are required under section 42 of the *Financial Management Act 2006*.

The Corporation's results against the targets recorded in the Corporation's Resource Agreement, agreed between the Minister of Small Business, Treasurer and the Corporation are reflected in the table.

The Corporation has no borrowings and actively monitors its cash balances in consultation with the Department of Treasury and Finance (DTF).

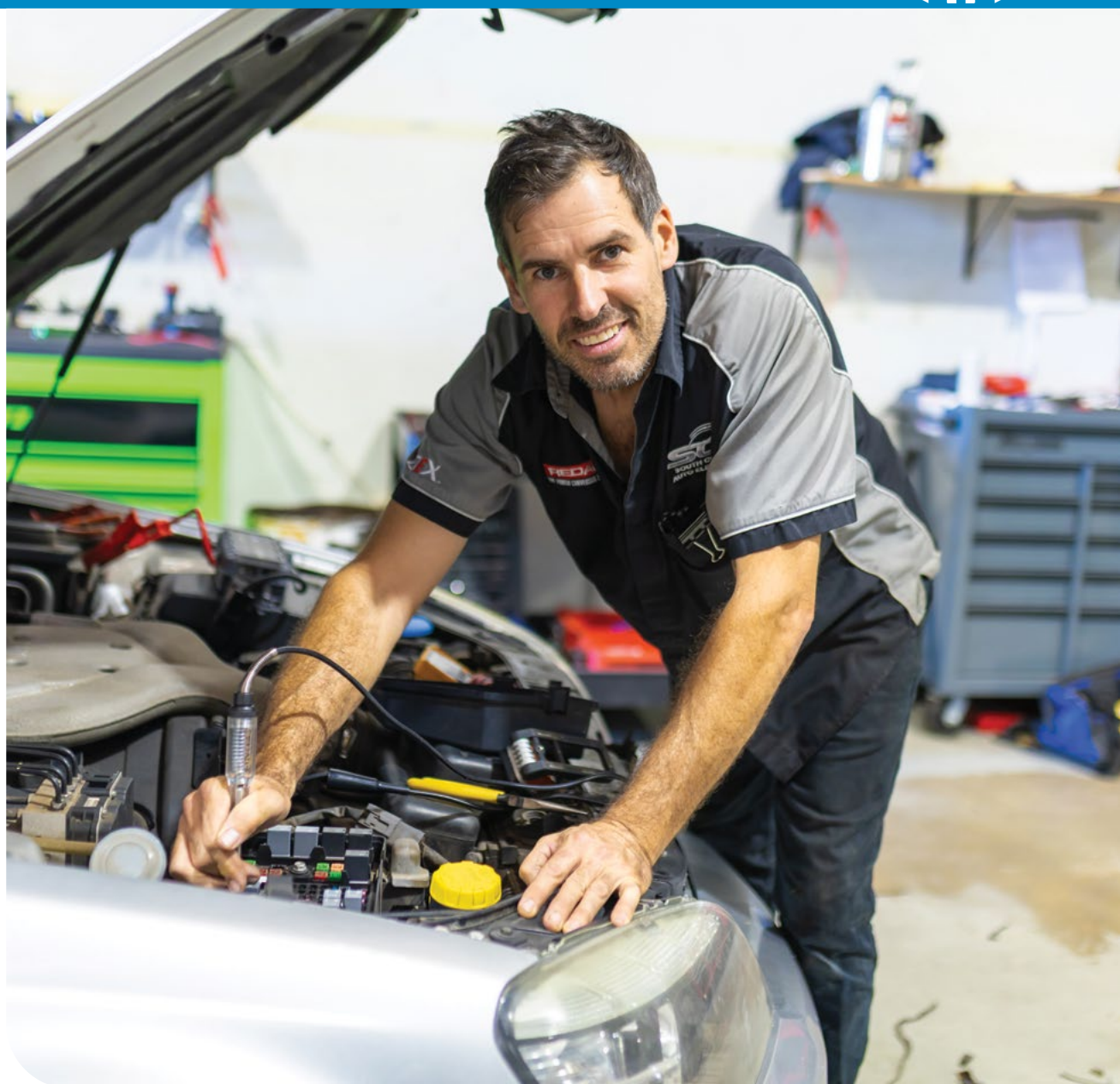
The targets do not reconcile to the estimates recorded in Note 9.1 Explanatory Statement of the Financial Statements, as the Explanatory Statement is required under the Treasurer's Instructions to reflect the original published WA State Budget. The above targets reflect DTF and ERC approved decisions post the WA State Budget process and correlate to the revised Resource Agreement.

Further explanations are contained in Note 9.1 to the financial statements.

	2026 TARGET	2026 ACTUAL	VARIATION
Total cost of services (expense limit) ^(a)	21,002,000	17,657,127	(3,344,873)
Net cost of services ^(b)	20,874,000	17,056,249	(3,817,751)
Total equity ^(c)	6,962,000	10,483,340	3,521,340
Agreed salary expense level ^(d)	9,383,000	8,416,173	(966,827)
Agreed executive salary expense ^(e)	716,000	703,037	(12,963)

WORKING CASH TARGETS	2026 TARGET	2026 ACTUAL	VARIATION
Agreed Working Cash Limit (at Budget) ^(f)	1,040,000	1,040,000	-
Agreed Working Cash Limit (at Actuals) ^(f)	923,576	9,919,046 ^(g)	8,995,470

- (a) The 2026 Actual is lower than 2026 Target as a result of the following underspends within the Corporation.
 - Operational underspends on salaries as a result of some short term vacancies within projects and operational positions across the Corporation.
 - Longer than anticipated lead times in procuring service delivery partners to commence the development of training materials and delivery of workshops for the Climate Ready Program.
 - Small Business Growth grant voucher redemptions, voucher recipients have up to six months to redeem their vouchers, a portion of grant expenditure will be recognised in a subsequent reporting period.
- (b) The 2026 Actual is lower than 2026 Target due to the underspends noted above, in addition to total interest income exceeding the target due to prevailing market conditions. Interest rates are subject to change, and are received in the Corporation's bank account. The use of interest earnings requires approval from Government.
- (c) The 2026 Actual is higher than 2026 Target due to the surplus impacted by the above.
- (d) The 2026 Actual is lower than 2026 Target due to temporary vacancies across the Corporation during the period. In addition, the Corporation supported a number of staff members undertaking external secondments, with these positions not being fully backfilled.
- (e) No material variance.
- (f) The actual cash balance exceeds the target due to the underspends identified above; the Corporation's approved budget for 2026–27 includes a net decrease in cash held of \$1,417,000.
- (g) The actual working cash balance at the close of the 2025-26 financial year is \$9,919,046. This amount consists of the cash and cash equivalents of \$9,919,046, as identified in the Statement of financial position as at 30 June 2026, this amount is exclusive of the restricted cash and cash equivalents.



SIGNIFICANT ISSUES IMPACTING THE AGENCY

Current and emerging trends and issues	How we intend to address these
 Geographical and Economic Businesses are faced with increasing geopolitical uncertainty and significant weather events impacting the economy and causing local disruption. Events such as the fuel crisis and Tropical Cyclone (TC) Narelle have caused business disruption amid cost-of-living pressures.	The SBDC has provided targeted assistance to impacted communities and industry sectors, including: • Climate Ready program to prepare for disruption. • Response in person advisory for Exmouth businesses following TC Narelle. • Builder Industry Business hotline to respond to increased cost pressures arising from fuel crisis.
 Socio Cultural There has been an increase in small business owners from Culturally and Linguistically Diverse (CaLD) communities, with Western Australians born overseas (including those from non-English speaking backgrounds) more likely to own and operate a business (Source: ABS Census 2021).	The SBDC has introduced instant translation on its website to increase accessibility of business information. The agency and Commissioner have increased engagement with CaLD communities.
 Legal The commencement of the <i>Privacy and Responsible Information Sharing Act 2024 (PRIS Act)</i> will require additional compliance in relation to privacy and data sharing requirements.	Resourcing has been directed towards supporting compliance in relation to PRIS requirements across all areas of the agency.



Social

Current and emerging trends and issues

The rapid change in the information and technological environment due to increased use of Artificial Intelligence (AI) is changing how businesses are interacting with and using online information and resources.

As part of our service to small business owners, the SBDC delivers a program of free and low cost practical workshops across a range of business categories, both in person and online. Changes to the WA small business support landscape have allowed businesses to access other free and low cost training and capability building services from a wide range of providers, including other government-funded services, education and training institutions, industry bodies, software and platform vendors, and private operators.

Small businesses are increasingly demanding timely, accurate access to advice when they need it – including outside of traditional business hours.

How we intend to address these

The SBDC is reviewing and adapting how we deliver information to businesses and has developed guidance for businesses to assist them to assess and grow their digital capability and manage risks.

The SBDC is reviewing its business skills program to ensure it remains relevant to the needs of WA small businesses and that public funds are directed to genuine gaps rather than duplicating offerings already available to business owners at low or no cost.

The SBDC is developing an AI interface that will be available 24/7 for business to obtain advice and facilitate engagement with our business advisers in relation to more complex issues.

OUR COMMITMENT TO INCLUSION

Workforce diversity and inclusivity

The Corporation is committed to fostering a diverse, inclusive, and respectful workplace where all employees feel valued and supported. A dedicated Diversity and Inclusion (D&I) Committee plays a key role in promoting awareness, understanding, and engagement across a broad range of diversity and inclusion initiatives.

Throughout the year, the Corporation strengthened workforce inclusion by delivering initiatives that recognised diversity, celebrated cultural events, and supported learning and leadership opportunities, including:

- Contributing to the planning and delivery of Joint Agency National Reconciliation Week and NAIDOC Week activities, acknowledging the histories, cultures, and contributions of Aboriginal and Torres Strait Islander peoples.
- Delivering Lunch and Learn sessions featuring guest speakers from Pride WA and the Hospitality Disability Network, who shared insights on fostering inclusive workplaces and supporting diversity across the community.
- Celebrating multicultural events, including Harmony Week and Lunar New Year, through staff gatherings that encouraged cultural exchange, connection, and appreciation of the diverse backgrounds represented within the workforce.
- Attending the Public Sector Women in Leadership Conference, providing employees with opportunities to strengthen leadership capabilities, share experiences and support the advancement of women across the public sector.

	2025	2026
Women in executive and senior leadership positions	64%	67%
Women in workforce	68%	68%
Culturally and Linguistically Diverse (CaLD) employees	31%	25%





Reconciliation Action Plan development

A Reconciliation Action Plan (RAP) enables organisations to sustainably and strategically take meaningful action to advance reconciliation by outlining practical actions that will drive business activities.

In November, work began on the development of a Reflect RAP, as advised by Reconciliation Australia, which aims to encourage our staff and leaders to understand the importance of reconciliation and identify how we can use our sphere of influence to strengthen relationships with Aboriginal and Torres Strait Islander people.

To inform the drafting of the RAP, the D&I committee invited representatives from across the agency, including our indigenous employees, to participate in a workshop in January 2026 to identify initiatives for the Plan. It also sought feedback and review from Reconciliation Australia.

As part of the RAP initiatives, an EOI was issued to seek an Aboriginal and/or Torres Strait Islander artist with a strong connection to Western Australia to design and produce a unique visual artwork piece to be exhibited in the SBDC office, as well as a digital scan to use within agency publications. Yondee Shane Hansen was selected as the chosen artist, creating a powerful piece of artwork for the agency.

The finalised Reflect RAP is set to be released in early 2026-27.

Artwork by Yondee Shane Hansen.

Inclusive outreach and community engagement

The Corporation has increased its focus to ensuring small business owners from Culturally and Linguistically Diverse (CaLD) backgrounds, Aboriginal and Torres Strait Islander communities, regional areas, and social impact enterprises can access the support, information, and resources they need to succeed.

Throughout the year, the Corporation strengthened community engagement and inclusion through participation in a range of outreach activities, including:

- Delivering presentations and information sessions, and attending events and forums hosted by multicultural business and community organisations, including the Nepali Association of Western Australia, Australia Philippines Business Council, the Australian Arab Association, the ASEAN Business Alliance and the Indian Society of WA, raising awareness of the Corporation's services among migrant and culturally diverse business communities.
- Engaging with the Noongar Chamber of Commerce and Industry to explore opportunities to enhance support for First Nations businesses and strengthen collaboration between the organisations.
- Supporting the growth of social enterprises through engagement with the WA Social Enterprise Council's Social Impact Incubator Showcase, promoting the business advisory services, resources, and support available to emerging social enterprises.
- Strengthening relationships with regional stakeholders through participation in events including the Hedland Economic Forum, Wheatbelt Business Forum and Regional Chambers of Commerce and Industry of WA member forums, helping improve access to business support and advocacy across regional Western Australia.

Website translation

A new translation feature was introduced on the SBDC website, enabling content to instantly be translated into 15 languages.

This enhancement improves accessibility for small business owners from CaLD communities, supporting broader engagement with SBDC services.

WA Multicultural Policy Framework

The SBDC's Multicultural Plan 2024-2027 was developed consistent with the Western Australian Multicultural Policy Framework (WAMPF) and approved by the Minister for Citizenship and Multicultural Interests, Hm Dr Tony Buti MLA, on 22 November 2024. This ensures that the Corporation takes a planned approach to identifying and creating opportunities for continuous improvement across all our services to ensure inclusivity of all people.

The Plan strives to support the following priorities as determined by the WAMPF:

- harmonious and inclusive communities;
- culturally responsive policies, programs and services; and
- economic, social, cultural, civic and political participation.

The Corporation regularly holds events to celebrate multiculturalism and our diverse workforce. This year included Lunar New Year and Harmony Week events.

Disability Access and Inclusion Plan outcomes

The Corporation's vision is to provide equal access to all our products, services and events for people with disability. Our Disability Access and Inclusion Plan 2024-28 (DAIP) sets out our priorities and key strategies to achieve this.

In the lead up to International Day of People with Disability (IDPwD) 2025, the Corporation hosted a lunch and learn session, inviting the Hospitality Disability Network to present to the team about enabling sustainable employment opportunities in the hospitality and tourism sectors for people with a disability.

To recognise IDPwD, the Corporation also published and promoted a blog article via social media platforms and the SBDC website, highlighting the benefits of welcoming customers and employees with disabilities. The article provided practical guidance for small businesses on supporting customers and employees with disability, including considerations for developing accessible products and services, and fostering inclusive employment practices.

Other strategies we have included in our 2024-28 DAIP include:

- Incorporating DAIP strategies into the SBDC's business and strategic planning.
- Ensuring that SBDC events are considerate of and accessible to people with disability.
- Ensuring the SBDC's facilities are in areas that maximise ease of access and promote inclusion within the community.
- Conducting regular disability awareness training for staff across the SBDC and specialist training for key frontline staff such as those in the Business Skills Development, Business Advisory Services and Dispute Resolution teams.
- Continuing to develop strategies to improve the attraction, recruitment and retention of employees with disability.



2023-26 STRATEGIC OBJECTIVES

As the Western Australian Government's key agency delivering services to and advocating for the needs of the small business sector, we recognise the benefit of reviewing and refreshing our Strategic Plan, to ensure it meets the evolving priorities of our clients, stakeholders and our state. The SBDC's 2023-26 Strategic Plan commenced on 1 July 2023. The following five strategic objectives were a core focus for the Corporation over this three-year period:



SERVE

Offer contemporary and practical services across WA, including ensuring services and programs address small business and State Government priorities, including diversifying the economy and creating jobs.



EVOLVE

Evolve our business to be agile, future-focused, effective and efficient, including building a skilled, motivated, resilient and diverse workforce and ensuring the agency delivers value for money, accountability and efficiency.



STRENGTHEN

Drive improvements to the operating environment for small business, including addressing activities that adversely impact small businesses, undertaking targeted inquiries and investigations, and proactively working with other government agencies to improve the operating environment for small business.



CONNECT

Build and leverage strategic alliances and partnerships, including offering expertise across government in the development of policies and programs that impact on and benefit small businesses.



GROW

Contribute to the growth and diversity of the WA economy, including delivering and leveraging business migration to attract economic investment in the state.

2025-26 theme: Consolidate

Under the theme Consolidate, the Corporation focused on strengthening and embedding the impact achieved across service delivery and advocacy since the commencement of the Strategic Plan. Some of our key strategic projects undertaken throughout the year are outlined on the following pages.



KEY STRATEGIC INITIATIVES 2025-26

In the final year of the SBDC's Strategic Plan, 15 initiatives were identified, with 8 delivered by year end. While 15 initiatives were set out under the Strategic Plan, a number of additional key initiatives were undertaken throughout the year in response to the evolving needs of Western Australia's small business sector. These supported the Corporation's broader objectives, including strengthening organisational capability and enhancing service delivery to better enable WA small businesses to start well, survive and thrive in an increasingly dynamic environment.

This year's annual report theme of **"Growing capabilities, enabling small business"**, reflects the SBDC's dual focus on strengthening organisational capability while deepening its impact across Western Australia's small business sector. Following a period of transition and renewal, the SBDC is consolidating its foundations, sharpening strategic direction, and enhancing delivery to better support small business across the state.

In addition to delivering on strategic initiatives, the SBDC maintained its core business functions and services, as outlined in the activity reports (from page 48), and met all external reporting commitments within required timeframes.



EVOLVE

Making it easier to do business in WA

Small business and specific industry sectors can be required to navigate complex, confusing, and costly approvals and permit processes across multiple agencies to meet regulatory obligations. The Small Business Friendly Approvals Program was established to address this directly. The unique program methodology guides improvements in regulatory process and practice for better connection, clarity and consistency for agencies dealing with small business throughout their approvals journey. This reduces delay and cost impacts for small businesses, while improving government efficiency and regulatory practice.

In 2025-26, the SBDC took an ambitious whole-of-government approach, bringing together representatives from six state agencies, one federal department, two local governments and members of the WA Brewers Association and WA Distillers Guild to examine the approvals experience for

small beverage businesses starting and scaling up. This unique cross-sector collaboration identified the complexities of regulatory requirements across three tiers of government and delivered a comprehensive suite of practical tools and resources to help small businesses and the government agencies they will connect with during their business journey.

Tested by industry and launched at the 2026 WA Brewers Association Conference, the tools and resources have simplified and clarified regulatory requirements and compliance obligations for the sector. Being well informed upfront and having a clear understanding of potential costs, approval dependencies and parallel processing opportunities will assist small business make better informed decisions before major resource and financial investment is made, reducing the risk of unexpected costs and time delays.



Scan the QR
code to view
the tools and
resources

This in turn will contribute to setting small business up for success not failure and make it easier to do business in WA. The tools are now publicly available on the SBDC website.

A set of resources was also developed for local governments, who were recognised as being the first point of contact for the small business and the ongoing government connector within the operating environment. To raise awareness of these tools and resources, an online symposium was held with elected members, executives and frontline staff.

The next phase of the program will focus on testing, refining, and implementing project learnings, with a view to broadening outputs to benefit other small business sectors with common regulatory obligations across the state.





SERVE

Improving our service delivery and efficiency

A key strategic priority for the Corporation was the successful post-implementation embedding of the Service Delivery Platform (SDP), built on Salesforce, across the organisation following its launch in May 2025. The SDP replaced the previous Customer Relationship Management (CRM) system managed through Microsoft Dynamics 365 and represents a significant step forward in modernising the SBDC's service delivery capability and strengthening stakeholder engagement and management.



CONNECT

The post-implementation phase focused on embedding business processes that maximise the effective use of Salesforce through improved data entry practices, enhanced reporting capability and evidence-based decision-making. The project also considered opportunities for further integrations and system enhancements to improve operational efficiency and service effectiveness.

Key deliverables included:

- redeveloping and standardising SDP process documentation;
- retesting and validating internal markers to ensure compliance with external reporting requirements;
- establishing a cross-functional working group to support continuous improvement; and
- implementing system enhancements and integrations, including Humanitix, Calendly and live chat functionality.

The project was completed successfully within the planned delivery timeframe, with further system enhancements continuing beyond the formal project completion date. Increased collaboration between SBDC internal teams and the SDP project team strengthened organisational capability and created enduring cross-team relationships, while also broadening understanding of how the SDP can be optimised for consistent organisation-wide use.

Importantly, the enhanced processes and improved use of the SDP are contributing to a more seamless customer experience for small business clients and providing the agency with clearer insights into customer needs and service demand. The SDP will continue to evolve as a central platform supporting the delivery of more efficient, integrated and client-focused services across the SBDC.



SERVE

SBDC support to businesses impacted by the fuel crisis

Global instability driven by conflict in the Middle East saw fuel costs surge sharply in early 2026, placing significant pressure on small businesses across Western Australia. Industries with high diesel reliance – including agriculture, transport and logistics, and construction – were among the hardest hit. Other sectors also experienced indirect impacts through increased supply chain costs, reduced supply availability, and changing consumer spending patterns.

On 31 March 2026, the Premier established the Industry Support Working Group (ISWG) to address the economic impacts of the Iran War, including fuel supply disruption and elevated fuel costs. The ISWG is unique in Australia. While other states focused primarily on fuel supply security and one-off industry roundtables, the Cook Government established a dedicated, ongoing group of Ministers, chaired by the Deputy Premier, to assess and respond to the broader economic impacts of rising fuel costs across multiple industries.

To ensure the views and experiences of small businesses were represented, the Small Business Commissioner was appointed to support the working group in a coordinating role. The Commissioner acted as a central point of contact between WA public sector agencies and the ISWG, providing real-time insights into the impacts on small business operators and helping to identify areas where additional support or intervention was required. Through the SBDC, small businesses also had direct access to advisory, information and dispute resolution services throughout the crisis.

The WA Government introduced a range of measures to support businesses and communities during the fuel crisis. Non-financial initiatives included authorising larger road trains on key freight routes, extending heavy vehicle concessions for essential goods, streamlining planning and administrative processes, and reprioritising port maintenance to support fertiliser shipments. Additional operational changes included allowing greater milk tanker loads and permitting crumb rubber as a substitute for bitumen on state roads.

Financial support measures included targeted funding for exploration, tourism, food relief organisations, and regional air services, alongside national initiatives such as \$1 billion in interest-free loans for critical supply chain businesses, temporary ATO tax relief measures, and a 32 cent per litre reduction in fuel excise.

The SBDC also established a Building Industry Business Hotline, to assist construction industry businesses navigate the impacts of the fuel crisis on this sector.





SERVE

General awareness campaign – Turn to Us

The Corporation developed a general awareness campaign to increase awareness among small businesses of the free support services available to them. The “Turn to Us” campaign launched on 23 March 2026 and ran through to 30 June 2026.

Campaign activity was predominantly focused on out-of-home channels, including transit bus backs, bus shelters, roadside signage, high impact billboards, and digital retail displays. This was supported by radio advertising across Gold FM, Nova 93.7 and 6PR to further extend reach and frequency.

Centred on the message “Running a small business? Turn to the SBDC for free advice”, the campaign promoted the full suite of SBDC services, including business advisory, workshops and dispute resolution.

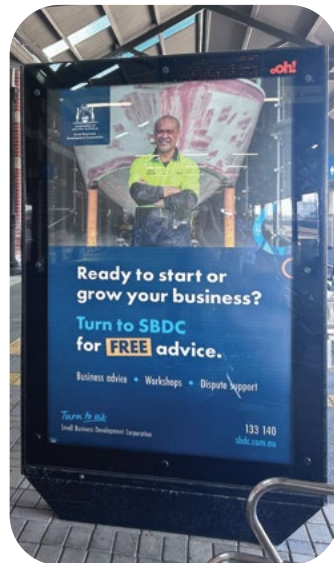
Through this activity, the campaign aimed to position the SBDC as the first point of contact for small business advice and support, targeting business owners at all stages, from those considering starting a business through to established business owners managing growth or navigating disputes.

The campaign achieved more than 13 million out of home impressions and 1.7 million radio impacts, while reaching an estimated 94.8 per cent of the Perth metropolitan target audience at an average frequency of 15.2 times through out of home advertising alone.

Supporting the general awareness campaign, the Commissioner and members of the Executive Leadership Team participated in media opportunities to promote the ‘Turn to Us’ message. The Commissioner also visited several small businesses throughout the Perth metropolitan area to hear directly about their experiences, challenges and opportunities, while promoting the range of support services available through the SBDC. These engagements provided valuable insights into the issues affecting Western Australian small businesses and helped ensure the SBDC continues to deliver relevant, responsive and targeted support to the small business community.

Collateral promoting the SBDC’s services and the “Turn to Us” message was distributed to elected Members of Parliament and local government authorities in the Perth region.







SERVE

Climate Ready workshops

In July 2023, the Government released the Climate Adaptation Strategy which includes an action for the Department of Energy and Economic Diversification (DEED) to deliver a Climate Adaptation Program for Small to Medium Enterprises (CAPSME) to support them to better anticipate, manage and adapt to the impacts of climate change. The CAPSME comprises a climate adaptation toolkit, a training program, and funding to support an adaptation grant program. The SBDC was approached by DEED to deliver the climate adaption training to SMEs, as well as the grant program, based on our expertise delivering similar programs across WA.

On 19 March 2026, the toolkit and training program called "Climate Ready" was launched. Throughout the year, the SBDC procured 11 suppliers through an open and competitive tender process to deliver the Climate Ready program. A series of in-person workshops have been delivered across metropolitan Perth and regional WA, with further delivery scheduled for 2026-27.

The Climate Ready training program is expected to achieve the following outcomes for SMEs:

- Increase awareness and knowledge among participants about how climate change may impact their businesses.
- Enhance preparedness and capacity of participants to manage climate risks and leverage potential opportunities that may arise from climate change.
- Strengthen engagement and collaboration between businesses and their local communities and/or industry sub-sectors on knowledge sharing and adaptation response.

The grant program to support the implementation of SME climate adaption plans will be delivered in financial year 2026-27.





STRENGTHEN



CONNECT

Small Business Friendly Local Government Alliance program

The Small Business Friendly Local Government Alliance brings together 55 local governments across Western Australia, representing more than 85 per cent of the State's small businesses.

This year, the SBDC recognised a decade of partnering with this highly valued network to acknowledge the contribution of small businesses to the economy and grass root communities, and reinvigorated our engagement with Alliance partners to help small businesses to start well, survive and thrive.

Four key themes emerged from our engagement activities in pursuit of our mutual goal to improve regulatory and operating environments for small business - clarify the Alliance's purpose and enhance practical outputs, information sharing and communication.





SERVE

Small Business Growth Grants program

The State Government's \$1 million Small Business Growth Grants program has awarded funding to 150 small businesses across Western Australia.

Delivering on a 2025 election commitment, the grants of up to \$10,000 matched funding were offered to small-to-medium enterprises throughout the State to invest in expert advice and services to build capability and grow their businesses.

The successful applicants, across a range of industries, were funded to invest in business development areas including digital marketing, marketing and communications planning, strategic business planning, business improvement and innovation, and work health and safety.

The recipients span a wide range of industries from technical services to allied health, fitness, construction, arts and entertainment and more, with regional businesses accounting for nearly 22 per cent of grant recipients.

The program opened on 4 August 2025 and closed 3 October 2025, with the program completion expected around the end of December 2026.



CONNECT

Defence-related opportunities for WA small businesses

Major State Government investment in defence infrastructure is creating significant new opportunities for WA small businesses to participate in defence supply chains and support this growing sector. Since 2017, the Small Business Commissioner has played an active role on the Defence Steering Committee, advocating for small businesses in the development of the State's defence strategies and plans.

During 2025-26, the SBDC worked closely with Defence West, local governments, and organisations such as the Henderson Alliance, engaging at executive level and through our Outreach service to help small businesses become defence ready. This included expanded access to Small Business Friendly support and the publication of a new guide for small businesses interested in defence industry opportunities.

The growth of the defence sector presents broad economic opportunities across a wide range of industries - from construction, manufacturing, and professional services, to support services including accommodation, hospitality, transport, health, and childcare. Key drivers include the development and upgrade of facilities at the Henderson Defence Precinct and HMAS Stirling on Garden Island, the rotational and growing presence of defence personnel increasing demand for housing and services, and greater movement of goods and people boosting demand for freight and logistics across the State.

The SBDC also supports small businesses operating in adjacent and enabling industries to the traditional defence sector to understand and pursue these opportunities, including through tendering, subcontracting, and direct provision of goods and services that support the broader defence community.



EVOLVE

Enhancing our Dispute Resolution and Investigations service

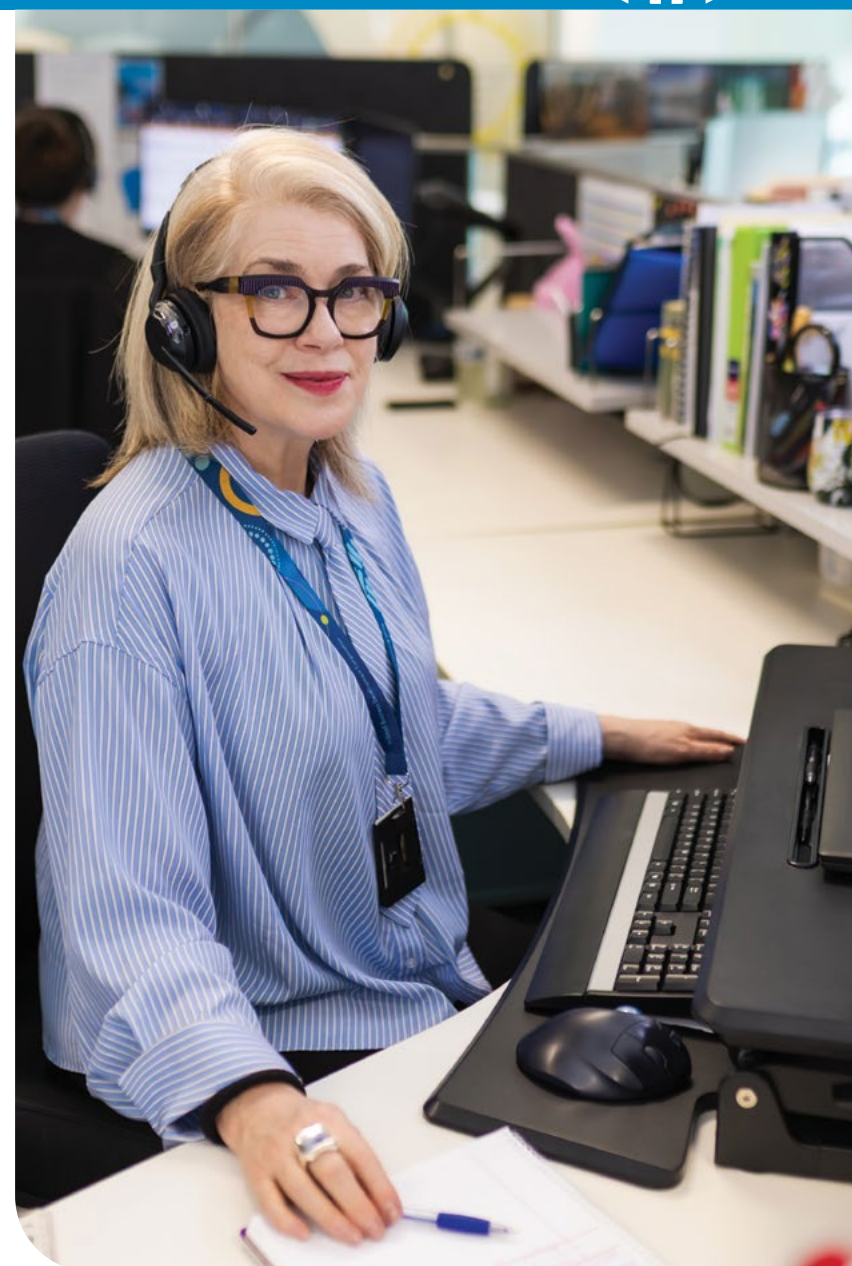
In 2025, the SBDC undertook a service improvement initiative to review its Business Investigation and Dispute Resolution functions.

The project focused on strengthening support to small businesses, improving internal collaboration, and enhancing the SBDC's capacity to identify and respond to systemic issues affecting the sector. The team was involved in a co-design process to develop recommendations to improve service delivery.

The recommendations of the review were endorsed by the Executive and work has begun on implementing them, including:

- developing and approval of new service Charters establishing the purpose, principles, and operating framework of the Disputes and Investigations functions;
- implementing of standard operating procedures for the Dispute Resolution Service, improving consistency and service quality across cases;
- locating the Dispute Resolution Service closer to the Business Advisory Service to better align the customer journey; and
- establishing a roadmap for future service integration and capability uplift.

The project supports the SBDC's strategic objective of evolving our business to be agile, future-focused, serving small businesses.



ACTIVITY REPORTS

Business Advisory Services

Free and confidential business advice from experienced business advisers is provided by phone on the SBDC's 133 140 helpline, online via live chat, email, and by video appointment. Experienced business advisers provide individualised, practical advice to existing small business owners or those who are considering starting a business. Topics include start-up strategies, product and service questions, planning and research, financial management and other subjects. Advisers also provide specialised guidance and advice on commercial tenancy.

Accurate information allows small businesses to make informed decisions. The Business Advisory Services team also facilitates access to business information, including an online Business Licence Finder, market research, and financial benchmarking reports to help small business clients plan and evolve their businesses.

Commercial tenancy advice

The leasing of business premises is vital to many small businesses and is also an important commercial decision. The SBDC provides free information and guidance to tenants and landlords on the *Commercial Tenancy (Retail Shops) Agreement Act 1985* (CT Act) and other aspects of commercial leasing, with the assistance of experienced commercial tenancy advisers. Specialised advice and support on commercial tenancy issues and disputes is also provided by the agency.

Business and market information

Accurate information helps small businesses make informed decisions by building detailed insights to help them understand their performance, learn more about their industry, customers and competitors, and uncover new opportunities.

The SBDC facilitates access to a range of useful business information, including:

- an online Business Licence Finder;
- IBISWorld market research; and
- Australian financial industry benchmarking reports.

These valuable services provide clients with access to all Western Australia local and State Government business licences and registrations, as well as any relevant national industry specific information.





CASE STUDY

Results Dog Training

Backed by a raft of accreditations from more than 50 years working in dog behavioural training, combined with the experience of managing people from over 10 years as a school principal, Orlando dos Santos established Results Dog Training in Mandurah. His business is dedicated to providing one-on-one consultations for dogs with behavioural issues and group classes to help owners build well-mannered, happy dogs.

Orlando knows that pet ownership can be difficult. When dogs are under-enriched and under-stimulated, they can become disruptive and owners and families suffer as a result. Orlando works every day to change that, supporting humans and dogs in building compassionate relationships through clear, kind and consistent training methods.

The driving force behind Orlando's work has always been his love for the community. He believes that in a place like Mandurah, where the local feel rivals any regional town, reputation is everything.

When Orlando began his journey to small business ownership, he had a vision but wasn't sure how to get there. That's where the SBDC stepped in.

"They really helped me to get started with my business planning, with branding and marketing, and they helped me look at my community in a new way," Orlando explained.

"I love serving our community, we always need to look at serving something bigger than ourselves."

"Owning a business in a small community can be very unforgiving in some ways because if you make mistakes, everyone is talking about it, but in another way it's the best thing ever because if you provide a great service, your clients become your raving fans."

Orlando's business continues to grow, and in keeping with his community-minded approach he has shared the business knowledge he has developed, presenting on small business marketing at an SBDC Regional event in Peel.



//
I got help from the
SBDC because I knew
I needed to get my
message out to the
community.
//

Business Investigations and Dispute Services

The Business Investigation and Dispute Services directorate works to level the playing field for small businesses in WA. Through two key functions — dispute resolution and investigation and inquiries — the directorate gives small businesses access to independent, expert support when facing unfair practices or commercial disputes they would otherwise be poorly equipped to resolve alone.

Both functions share a common purpose: ensuring that small businesses have somewhere to turn when they face conduct or conflicts that put their livelihoods at risk, without bearing the cost and complexity of formal legal proceedings.

Business investigation and inquiry

The investigation and inquiry function works to protect small businesses in WA from unfair practices and conduct that undermines their ability to operate. Acting on behalf of the Small Business Commissioner, the team investigates complaints, monitors emerging issues across industries, and where serious misconduct is identified, exercises formal investigative powers under the *Small Business Development Corporation Act 1983* (SBDC Act).

Beyond individual complaints, the team plays a broader role as an intelligence hub - sharing evidence-based insights with State and Commonwealth agencies, informing the SBDC's policy and advocacy work, and contributing to a fairer operating environment for small businesses across WA.

How the service operates:

The team operates a structured, proportionate approach to complaints and inquiries, escalating matters based on severity and available evidence:

- Complaints assessments - initial review of complaints to determine scope, jurisdiction, and appropriate pathway.
- Intelligence assessments - proactive analysis of specific industries or areas of concern to identify patterns of behaviour affecting small businesses.
- Preliminary inquiries - targeted inquiries in response to complaints or intelligence assessments, with a defined scope and actionable recommendations.
- Formal investigations - investigations authorised by the Commissioner under the SBDC Act where serious adverse conduct is identified, utilising the full extent of formal investigative powers.



Reporting pathways

The Business Investigation and Inquiry team continued to partner with Crime Stoppers WA for the reporting of suspected grant fraud, and to use their Safe2Say anonymous report tool, allowing individuals concerned about retribution to report issues safely. Both platforms give small businesses the flexibility to make complaints at their convenience, share information, and communicate with the team while remaining anonymous.

Complaints

During the 2025-26 financial year:

70 complaints made up of:

- 61 reports received through Safe2Say.
- Two reports through Crime Stoppers WA.
- Seven direct complaints.
- 21 per cent of complaints were construction related, compared to 17 per cent the previous year. Of these, 19 per cent related to nonpayment of invoices for works completed.
- 33 per cent of all complaints concerned unfair business practices.

Dispute resolution service

The Dispute Resolution Service (DRS) provides small businesses and commercial tenants with a free or subsidised alternative to costly legal proceedings. Rather than navigating the expense, delay, and stress of formal court processes, parties work with independent SBDC case managers to reach mutually agreed resolutions, preserving commercial relationships, and avoiding the financial and emotional toll that litigation places on small business owners.

The DRS fulfils a statutory function under both the SBDC Act and the *Commercial Tenancy (Retail Shops) Agreements Act 1985* (CT Act). It is a voluntary service, available at no cost for case management and at a subsidised rate where professional mediation is required.

In 2025-26, the DRS finalised 332 disputes with an estimated combined value of \$60 million, at no cost to small businesses in the majority of cases. These are not minor disagreements. At an average estimated value of nearly \$181,000 per dispute, many of the matters handled by the DRS represent significant financial risks for the small businesses involved. Resolving them quickly and affordably, without recourse to lawyers or courts, is a direct and measurable contribution to the viability of WA's small business sector.

332

Disputes finalised

\$60M

Estimated value of disputes

\$0–\$125

Cost to small business per session

How the service works:

DRS case managers provide independent, objective guidance to both parties in a dispute, working to achieve resolution while preserving the commercial relationship where possible. The process is designed to be accessible, faster and less adversarial than formal legal proceedings, and available at no cost for case management support.

Where commercial tenancy disputes cannot be resolved through case management or mediation, the Small Business Commissioner may issue a certificate enabling a party to apply to the State Administrative Tribunal (SAT) for formal determination. In 2025-26, 20 SAT certificates were issued.

Mediation

Where a dispute requires the assistance of a professionally accredited mediator, the SBDC provides access to a subsidised mediation service at \$125 per party per session, a fraction of the cost of equivalent private mediation or legal representation. Case managers work with parties ahead of mediation to ensure they are fully prepared and to maximise the likelihood of settlement. In 2025-26, 20 mediations were held, with agreements reached to a combined value of \$1.18 million.

Farm debt mediation

The SBDC facilitates farm debt mediations in partnership with the Rural Business Development Corporation, funded by the Department of Primary Industries and Regional Development. Seven farm debt mediations were held in 2025-26.

20

Mediations held

\$23.6M

Value of agreement at mediation

15

SAT certificates issued

7

Farm debt mediations held



CASE STUDY

Resolving a complex regional tenancy dispute before it escalated

When a small food business in regional Western Australia contacted the SBDC's Dispute Resolution Service, its relationship with the landlord had significantly deteriorated following months of disruption associated with major building works at the premises.

The tenant was attempting to operate while managing ongoing noise, dust, restricted access, and reduced trading conditions. At the same time, the parties had become locked in disagreement across eleven separate tenancy issues, including disputed outgoings, rent relief, maintenance responsibilities, insurance cost recovery, and differing interpretations of lettable area calculations.

With occupancy costs exceeding \$6,000 per month and tensions continuing to escalate, the dispute risked developing into a prolonged and costly legal matter that could have jeopardised the ongoing viability of the business and the tenancy itself.

Over the following weeks, the SBDC case manager worked intensively with both parties to stabilise communication, clarify disputed issues, and maintain constructive

engagement while negotiations progressed. The process recognised that in complex commercial disputes, deteriorating communication can become as significant a barrier as the underlying legal or financial issues.

Rather than progressing to litigation, the parties ultimately reached a comprehensive written agreement resolving all contested matters. The outcome included significant rent abatement linked to the disruption period, improved transparency around future billing and outgoings, agreed maintenance and access arrangements, and commitments to ongoing communication processes.

Importantly, the process not only resolved the immediate dispute, but also restored a workable commercial relationship between the parties, allowing the business to continue operating with greater certainty and stability.

This case highlights the role of the SBDC in helping small businesses resolve complex commercial disputes before they escalate into costly legal proceedings. By providing skilled, impartial dispute resolution support at no cost to the business, the service helped preserve business continuity, reduce financial strain, and achieve an outcome that supported the long-term interests of both parties.

Identifying details have been modified to protect the confidentiality of the parties involved.

//
I really appreciate your time, guidance, and balanced approach throughout this process. Your support has helped bring clarity and resolution, and I'm grateful for the way you've handled a complex situation.

//
—Tenant feedback to SBDC following resolution

Grants administration

The SBDC was instrumental in administering several financial assistance programs, including grants and loans for small businesses, on behalf of the State and Commonwealth governments.

Small Business Growth Grant Program

The State Government's \$1 million Small Business Growth Grants Program has awarded grants to 150 small businesses across Western Australia.

Delivering on a 2025 election commitment, the grants of up to \$10,000 matched funding were offered to small-to-medium enterprises throughout the State to invest in expert advice and services to build capability and grow their businesses.

The successful applicants, across a range of industries, have been awarded funding to invest in business development areas including digital marketing, marketing and communications planning, strategic business planning, business improvement and innovation, and work health and safety.

The recipients span a wide range of industries from technical services to allied health, fitness, construction, arts and entertainment, and more, with regional businesses accounting for nearly 22 per cent of grant recipients.

The program was opened on 4 August 2025 and closed on 3 October 2025, with the program completion expected around the end of December 2026.

Small Business and Charities Electricity Bill Relief - Embedded Networks

The SBDC administered and delivered the Small Business and Charities Electricity Bill Relief to eligible small businesses and charitable organisations that operated in embedded networks in WA, and consumed less than 50 megawatt hours (or \$15,000) of electricity each year. The payment was part of the Energy Price Relief Rebates, funded by the Commonwealth Government to reduce the cost of electricity bills for eligible small businesses.

Embedded networks include examples such as shopping centres, businesses operating from airports, ports and industrial parks, businesses that have a sub-meter linked to a master meter controlled by the landlord, and circumstances where landlords purchase electricity from energy providers and on-sell the electricity to their small business tenants. Eligible small businesses and charities that were billed by alternate private retailers such as Alinta and Perth Energy were also eligible to apply for the program via the SBDC.

Eligible applicants that applied by 31 March 2026 received a direct payment of \$150 (GST free) to their business bank accounts.

During the financial year, 430 applications were received and assessed under the Small Business and Charities Energy Bill Relief Program (Embedded Networks).

Small Business Recovery Support Program

The purpose of the Small and Medium Business Recovery Support Program is to assist businesses impacted by Severe Tropical Cyclone Narelle and associated flooding in 2026 to withstand and recover from the resulting business disruptions.

The Small Business Recovery Support Program will provide financial support to eligible small and medium businesses located or operating in one or more of the four local government areas impacted by Severe Tropical Cyclone Narelle and associated flooding.

The Small Business Development Corporation is delivering this program on behalf of the Department of Fire and Emergency Services (DFES).



Image: Tourism Western Australia

The Program provides grants up to a maximum of \$20,000 to eligible small and medium businesses to assist with costs of eligible activities. There are two categories of grant assistance available:

Business support grants for economic loss (Shire of Exmouth only)

Individual grants of \$10,000 or \$20,000 (depending on the number of employees) to assist with economic loss. These grants are only available to eligible businesses in the local government area of Exmouth that have been directly impacted by a loss of trade between 27 March and 10 April 2026 arising from the reduction in tourist visitation due to airport, road and accommodation closures.

Business support grants for clean-up, repairs and reinstatement

Individual grants of up to \$20,000 to assist with clean-up, repairs and reinstatement of business activities for businesses with significant damage and out of pocket repair expenses (including insurance excess), available to eligible businesses in the local government areas of Ashburton, Carnarvon, Exmouth, and Upper Gascoyne.

Eligible businesses can only apply for one type of grant and if required, multiple applicants can be made up to the maximum grant amount available.

Applications for the Small and Medium Business Recovery Program opened on 10 June 2026 and will close on 14 December 2026. Program completion is scheduled for 1 December 2027.



CASE STUDY

Nanna's Pantry

After moving to the South West town of Nannup in 2021, Claire and her husband Tim decided it was time to bring Claire's lifelong interest in shopkeeping to life. Fuelled by a desire to source most of their products from local suppliers, they opened bulk food store and café, Nanna's Pantry, two years later. Housed in the century-old former Headmasters' House, the shop is now a welcoming hub for locals and travellers passing through the South West.

The business is a tribute to Claire's own nanna, who encouraged her granddaughter's childhood 'shopkeeping' games and always said she hoped one day to see Claire in her own, real-life shop.

Claire found out about the SBDC Regional service when visiting the local Community Resource Centre and soon met with a business adviser to discuss her business concept over a coffee.

"My husband and I are accountants, so we have a fair understanding of the business world, but we've never run our own business before," Claire explained.

"It's just an amazing service having a small business adviser spend time with you. Having the

opportunity to be able to speak to somebody about things like cash flow, timings of payments, creditors, debtors and how to gently build a business was really helpful - you'd be surprised at how much you gain from it."

Claire says the support from the SBDC built her confidence and helped her know she was on the right track. The inspiration to support local is also paying off, with more than 30 local businesses now stocking their products in Nanna's Pantry.

"We have a great belief in regional towns, supporting our local businesses, reducing freight costs and reducing running costs. I think if you know where your food comes from, you have more of a connection with your food."

"All the businesses in town are seeing an increase in people shopping locally as we build our product lists."

With Nanna's Pantry's growth exceeding expectations, supporting local employment and local small businesses stockists along the way, it's safe to say that Claire is making her nanna proud.

"We just hope people enjoy Nanna's Pantry as much as she did."



Having the opportunity to be able to speak to somebody about things like cash flow, timings of payments, creditors, debtors and how to gently build a business was really helpful - you'd be surprised at how much you gain from it.

Commissioner's Office

The Commissioner's Office provides strategic oversight and leadership to ensure the Small Business Commissioner can optimise the role's advocacy, investigative and reporting powers, and leverage alliances to improve the operating environment for small businesses. The office advises the Board, Commissioner and Minister on small business matters, and manages key initiatives - including the Small Business Friendly State Government Approvals Program and Local Government Alliance Program.

Improving the operating environment for small businesses

The Commissioner's Office seeks opportunities and identifies projects that align with key government priorities and strategic objectives across the agency.

The Commissioner's Office manages the Small Business Friendly State Government Approvals Program and the Small Business Friendly Local Government Alliance Program - both key strategic initiatives for the SBDC.

Strategic advocacy and advice

The Commissioner's Office provides strategic advice to the Commissioner on the operating environment for small businesses.

The team provides knowledge and subject matter expertise to assist in driving more effective regulation, improving small businesses' interaction with government, and supporting the Commissioner to leverage strategic partnerships and alliances that produce benefits for small businesses in line with the role's advocacy agenda.

Ministerial liaison and Board support

The Commissioner's Office manages Ministerial and Parliamentary liaison processes and relationships for the Corporation by coordinating advice to the Board, Commissioner and Minister on the activities of the Commissioner and SBDC.

Governance, and risk management and legal

The Commissioner's Office coordinates and oversees governance and risk management for the SBDC and provides expertise across the organisation in project management. The office also provides legal support to the organisation and Commissioner's statutory functions. It supports the Audit and Risk Committee and coordinates the internal audit program to ensure sound governance and accountability across the organisation.



Business Skills Development

In the rapidly evolving environment in which small businesses operate, it's essential that business owners have access to practical, affordable enterprise skills learning opportunities. The SBDC delivers a range of workshops and information sessions to different audiences, as well as ensuring regional small businesses have access to quality small business support.

SBDC Regional

Through a network of SBDC Regional advisers, the SBDC delivers targeted business advisory services across regional Western Australia. The service is available to self-employed people, small business operators, commercial not-for-profit entities, and social enterprises through flexible delivery options, including online and in-person support.

Five service providers deliver advisory services across 10 regions. The service covers a range of business topics to help people start and grow a business, understand their legal and compliance obligations, identify target markets and sales channels, and make informed financial decisions. Support is available to businesses at every stage of their business journey.

8,850

Hours of SBDC Regional advice delivered

3,602

SBDC Regional number unique business clients

Workshops

Enterprise Skills workshops

SBDC Enterprise Skills workshops provide practical foundational information and guidance for businesses in the early stages of development, as well as specialised and advanced workshops for established business operators. Workshops, excluding our free 'Starting a Business' workshop, are offered at the subsidised cost of \$20 per participant.

Workshops help business owners build skills across a range of areas, including business capability, financial management, interpersonal communication, sales and marketing, strategic planning, risk management, and tendering and contracts.

The SBDC contracts from a diverse panel of 22 specialist providers to deliver Enterprise Skills workshops on a variety of topics across the Perth metropolitan area.

1,199

Starting a Business workshop attendees

6,061

Enterprise Skills workshop hours

Climate Ready program

The Climate Ready program was launched in April 2026. It includes a training program designed to help small and medium-sized enterprises understand climate risks and identify practical adaptation measures to safeguard their operations and strengthen their resilience to climate impacts. The training program is complemented by a toolkit that supports businesses to develop their own climate adaptation plan.

Doing Business with Government workshops

The SBDC collaborated with the Department of Energy and Economic Diversification (DEED) to deliver a series of 'Doing Business with Government' workshops in late 2025. These workshops were designed to improve small business operators' understanding of State Government procurement processes and how to respond effectively to tender opportunities. Targeted at businesses in manufacturing, works, and professional services, the program also provided access to advisory support from a procurement specialist for up to two months following each session.

Innolab Asia: Encouraging investment in WA

The SBDC, through a collaboration with the WA Association of Southeast Asian Nations (ASEAN) Trade Office, delivered a series of five market-entry workshops for startup businesses seeking to invest in WA and build relationships with local businesses.

Employing migrant workers

The SBDC, in conjunction with Unions WA's Multicultural Workers Collective, delivered workshops to help small businesses understand and meet their employment and regulatory requirements when employing migrant workers, such as working holiday and skilled visa holders.

Level Up: AI for Small Business series

The use of generative artificial intelligence (AI) amongst small business operators continues to increase. However, many business owners are unsure which tools to use or how AI can be applied to their business operations to improve productivity and save time.

In response, the SBDC developed 'Level Up: AI for Small Business', an on-demand series to help businesses understand the range of available AI tool and applications. The series supports business owners to develop effective prompting skills, use AI to analyse business data and inform decision-making, and enhance customer attraction and retention strategies.

Delivered over four weeks, the series is supported by practical resources and guides to help business owners apply their learning within their business operations.

Engagement with external stakeholders through Outreach

The SBDC engages with a range of external stakeholders, including industry bodies, business associations, tertiary education institutions, and government agencies, to promote the Corporation's services and support small businesses through presentations and attendance at industry expos via the Outreach service.

Throughout the year, the SBDC worked with state government agencies and local governments to help minimise the impacts of major construction projects on small business operators.

The SBDC collaborated with Metronet and Main Roads to provide guidance and support to businesses affected by public transport network extensions in Byford and Midland, as well as the Fremantle Traffic Bridge upgrade project.

In addition, the SBDC met with local businesses and delivered workshops to help them identify and mitigate potential impacts associated with construction works.

Business migration

The SBDC has managed the business migration program on behalf of the State for over 25 years. This program has attracted investment into WA through new capital investment activities, including business ownership and job creation.

The Business Innovation and Investment Program (BIIP) was permanently closed to new entrants by the Department of Home Affairs (DHA) from 30 June 2024. In December 2024, DHA launched the National Innovation Visa (NIV). The NIV is a permanent visa for people who have an internationally recognised record of exceptional and outstanding achievement in an eligible area, and includes entrepreneurs and innovative investors. The SBDC does not have a specific role in providing State nomination under the NIV.

The SBDC continues to monitor and assist existing business migrants who were granted a provisional visa prior to 30 June 2024. The following visa State nomination applications remain open:

- Business Innovation and Investment (permanent) visa subclass 888, business innovation, investor and significant investor streams.
- Business Innovation and Investment (provisional) visa subclass 188, business innovation and significant investor extension streams.
- 405 Investment Retirement Visa Renewal.

MEASURE	2023-24	2024-25	2025-26
Existing business migrants finalising net assets in WA	86	139	113
Total net assets into WA economy	\$324.9M	\$427.4M	\$322.1M
New jobs created	92	152	88





CASE STUDY

Mostyn & Frankie Curated Giftboxes

Just north of the Murray River in Yunderup sits a studio that serves as a welcoming community hub to browse artisan goods over fresh coffee and locally made treats.

Frankie Holden saw a gap in the market for a one-stop shop for gifts suitable for anyone and everyone, with a focus on natural products and sustainable practises. That spark became Mostyn & Frankie Curated Giftboxes, a business she built alongside her partner Lorette, whom she'd met while working in a government department.

Today, Mostyn & Frankie offers curated giftboxes filled with handmade and bespoke items celebrating the craftsmanship of Australian artisans. The business, doubling as a retail outlet and café, works closely with local makers, featuring their products across a range of gifting and corporate options.

"We're incredibly grateful for the support from the Peel region, from the Peel community, and we are just blessed to live and work in such a beautiful area," Frankie shared.

Frankie first heard about the SBDC through one of their pottery suppliers, and it proved to be a turning point.

"I was in a situation where I had broken my leg, so I did a lot of SBDC workshops online, I probably did three every week, and I learnt everything I needed to know about establishing a small business," Frankie said.

"In all honesty, if we ever have a question, we can contact them, we get the answers straight away and the information they provide is just priceless. And no question is too silly to ask."



//
All of the information
and resources that I
gained from the SBDC
were just invaluable.
//

Strategy, Marketing and Communications

The SBDC's Strategy, Marketing and Communications team sets the direction of the Corporation's strategy and leads the annual business planning process. The team also leads stakeholder engagement, strategic communications, and promotes the SBDC brand to ensure information about the Corporation's services and resources for small business is readily available through digital channels, advertising and events.

Turn to Us campaign

The Turn to Us awareness campaign ran across the Perth metropolitan area from March to June 2026, promoting the availability of free advice and support for small businesses through the SBDC. The campaign combined out-of-home advertising, radio promotion, and media outreach to increase awareness of the services available.

Digital marketing

Digital marketing campaigns were used to connect people with targeted SBDC support and services.

- The Climate Ready campaign ran from March to June 2026, promoting program benefits and encouraging businesses to address climate-related risks. Supported by blogs and targeted social media activity, the campaign generated 5,649 visits to the program webpage.
- The Small Business Growth Grants program was promoted through an integrated marketing and communications campaign from August to November 2025 to drive awareness and engagement across Western Australia. The campaign generated 1.2 million impressions and a significant increase in website visits, helping eligible businesses access grant information and application support.

The Corporation used targeted email communications to keep stakeholders informed about relevant services, opportunities and business support. Communications were tailored to key audiences including:

- New Australian Business Number registrants in Western Australia, introducing the SBDC's services.

- Small business subscribers to the fortnightly Small Business News, providing updates on news, opportunities and information relevant to running a business.
- Small business owners receiving the fortnightly What's On email, promoting upcoming workshops.
- Small Business Friendly Local Government alliance members, receiving monthly updates on support services to share with businesses in their area.

Digital content

The SBDC website continued to be a strong source of current, relevant information for prospective and existing small businesses. Over the year, the website attracted 94,063 visits, with 113 blogs published or updated on topics relevant to small business owners.

The SBDC blog continued to be recognised by Feedspot as one of the best small business blogs in Australia, ranking third among business blogs in 2025.

Organic social media channels continued to drive engagement, with 16,969 engagements recorded across SBDC-owned channels including Facebook, Instagram, LinkedIn, and the private Facebook group 'I'm a Small Business Owner in Western Australia'.



Stakeholder engagement

A Stakeholder Engagement Framework was implemented to support consistent, strategic engagement with organisations and decision-makers across the business sector.

During the year, Commissioner Saj Abdoolakhan participated in a range of speaking and networking events, strengthening stakeholder relationships and raising the SBDC's profile with new audiences.

625

Stakeholder engagements

290

Organisations reached

Strategic communications

Strategic communication plans supported key initiatives and emerging issues affecting Western Australian small businesses, including raising awareness of support related to rising fuel costs and promoting the Building Industry Business Hotline.

Strategic and operational planning

Work was undertaken to develop the SBDC's 2026–30 Strategic Plan, outlining the Corporation's strategic direction, priorities and intended outcomes over the next four years. The plan was informed by a review of the operating environment, organisational purpose and existing strategic pillars.

Implementation of the new Strategic Plan will commence on 1 July 2026 and will be supported by the 2026–27 Operational Plan. The Operational Plan includes 16 deliverables and incorporates key achievements and learnings from 2025–26.

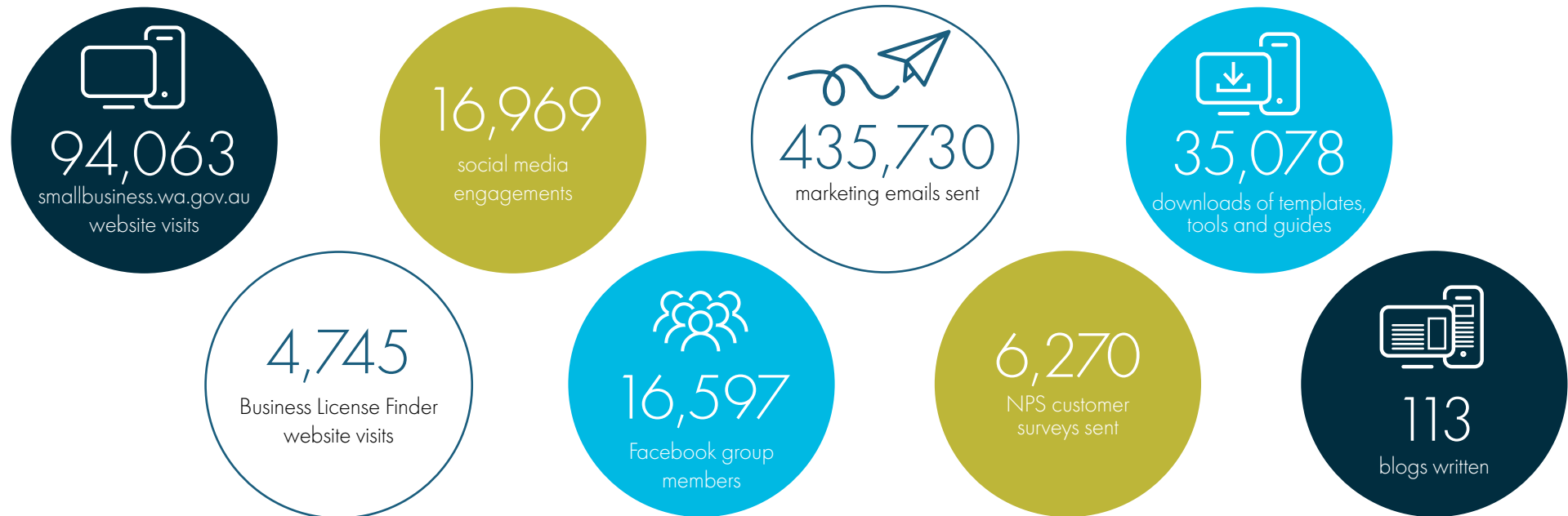
Performance Measurement and Reporting

The SBDC maintains a performance framework to monitor progress against strategic objectives, support decision-making and meet government reporting requirements.

During 2025–26, the Corporation commenced a review of its Outcome Based Management Framework and Key Performance Indicators and introduced a quarterly reporting process and balanced scorecard to strengthen performance monitoring and alignment with strategic priorities.

Internal communications

The Corporation launched a new intranet, SBDC Spark, to improve staff access to information, communication and collaboration. The platform includes enhanced search and document management capabilities, supported by a decentralised content model that gives business areas greater responsibility for maintaining and updating information.



Policy and Advocacy – Improving the operating environment for small business

The SBDC leads and contributes to the development and implementation of government policies and initiatives, which support a fair and productive operating environment for small businesses in WA and the growth and diversity of the State's economy.

The SBDC's Policy and Advocacy team leads a range of initiatives and activities such as:

- Consultation with the business community.
- Representation of small business interests on Government committees and working groups.
- Development and review of small business-related policies and initiatives across all levels of government including liaison with Commonwealth, State and local governments, and other stakeholders to ensure that the impacts of policy and regulatory decisions are understood and addressed through evidence-based advocacy.
- Collaboration with State Government agencies and stakeholders to contribute to the development of new legislation, which impacts small businesses.
- Submissions to policy proposals and regulatory reviews, and monitoring and reviewing reforms, including proposed amendments to legislation, which will affect small business.
- Providing advice to the Minister for Small Business on matters impacting the small business sector, economic diversification and growth.

Examples of these activities across the 2025-26 financial year include:

Legislation, policy and advocacy

- Advised the Department of Health on small business impacts of reforms to tackle illegal tobacco and vaping products.
- Provided feedback to the Department of Justice on the introduction and implementation of Retail Barring Orders.

- Collaborated with the Department of Energy and Economic Development (DEED) and Energy Policy WA in relation to the introduction of prohibitions on the on-selling of electricity within embedded networks in shopping centres.

Partnerships and collaboration

Worked closely with:

- The Commonwealth Treasury, States and Territories to support the National Small Business Ministers Meetings.
- Small Business Commissioner offices across Australia to share policy insights and small business trends.
- DEED on delivering small business digital capability support under the Digital Industries Acceleration Strategy.
- The Department of Primary Industries and Regional Development to support the Noongar Economic Participation Framework.

Government reviews and regulatory proposals

Prepared submissions to the Commonwealth Government regarding Treasury's consultation on:

- Strengthening the unit pricing code.
- Scams Prevention Framework: draft law package and position paper.
- Review of the amended unfair contract terms protections.
- Review of Australia's mutual recognition schemes for workers.

Provided submissions to the Commonwealth Government on:

- Reserve Bank of Australia review of merchant card payment costs and surcharging.
- Productivity Commission inquiry into creating a more dynamic and resilient economy.

- Productivity Commission inquiry into building a skilled and adaptable workforce.
- Board of Taxation review of reducing red tape in the tax system.
- Jobs and Skills Australia's review of the National Skills Taxonomy: building a system that puts people and skills first.
- Attorney General's Department's review of the *Disability Discrimination Act*.
- Department of Agriculture, Fisheries and Forestry's review of the Horticulture Code of Conduct.
- IP Australia's review into streamlining and simplifying IP regulation.
- Safe Work Australia's review of improving dispute resolution under the model work health and safety laws.

Made a submission to the Commonwealth Parliamentary inquiry into:

- Parliamentary Joint Committee on Corporations and Financial Services inquiry into small business insurance.
- Parliamentary Standing Committee on Economics inquiry into schemes, digital wallets and innovation in the payments sector.
- Senate Select Committee on Productivity in Australia inquiry.
- Senate Standing Committee on Education and Employment inquiry into Australian university graduates.

Prepared a submission to the State Government on:

- Department of Justice consultation on retail barring orders.
- Department of Local Government, Industry Regulation and Safety's (LGIRS) discussion paper on tranche two liquor reform options.
- LGIRS consultation draft of the Building and Construction Industry (Security of Payment) Amendment Bill 2025.
- Department of Communities review of phase two Working with Children check reforms.
- WorkSafe WA review of Work Health and Safety laws.
- Department of Treasury and Finance (DTF) review of modernising Western Australia's competitive neutrality policy and consultation on draft policy statement on competitive neutrality.
- WorkSafe WA consultation on the *Dangerous Goods Safety Act 2004* and regulations.

Provided advice to government stakeholders on a range of matters including:

- Impact on small businesses of the fuel crisis arising from the war in the Middle East.
- Revitalisation of the National Competition Policy agenda, including refresh of the State Government's Better Regulation Program.
- Payroll tax settings.
- Implementation of the statutory review of the *Commercial Tenancy (Retail Shops) Agreements Act 1985*.



Anything I couldn't find myself the SBDC found for me whenever I spoke to them. They were really helpful and supported our business.



CORPORATE GOVERNANCE



BOARD OVERVIEW

Enabling legislation

The *Small Business Development Corporation Act 1983* (SBDC Act) makes provision for the establishment of the SBDC and Small Business Commissioner to encourage, promote, facilitate and assist the establishment, development and carrying on of small business in the state and provide dispute resolution services, for incidental and other purposes.

Functions of the Board

As the SBDC's governing body, the Board has responsibility for performing the functions set out in the SBDC Act. The SBDC Board has four strategic roles:

- setting the direction of the agency;
- determination of standards;
- coordination of planning, policies, and decision-making framework; and
- acting in an advisory capacity to the Minister, the government and other agencies.

Operational roles of the Board include:

- setting strategies;
- focusing on client services and customer needs;
- striving for organisational best practice and compliance with standards; and
- delegation of operational decision making to officers within the SBDC.

The SBDC welcomed Mr Adam Grizich to the Board on 1 July 2025 and Ms Rebecca Stephens on 22 June 2026, and thanks Ms Lucy Hall following the conclusion of her term on 31 March 2026.



Sharni Foulkes – Chair

Term: 1 June 2025 – 31 May 2028

Sharni Foulkes was appointed Chair in June 2025. Mrs Foulkes is the Director, Member Experience at the Chamber of Commerce and Industry WA, overseeing the membership, content and marketing, and event teams.

Prior to this, Ms Foulkes was the Chief Executive Officer of the Broome Chamber of Commerce and Industry (Inc) and has served in a voluntary capacity as Chair of Goldfields Women Building Business and as WA lead for Sustainable Economic Growth for Regional Australia (SEGRA). She was a Founding Director of LoKal Hub and Dream Big Corporation in the Goldfields, where she also worked as a Business Adviser for the Kalgoorlie Boulder Chamber of Commerce and Industry.

Mrs Foulkes holds a Diploma of Business and Diploma of Leadership and Management, as well as a Masters in Business Administration. She was recently a winner in the Business News 40under40 awards.



Eliza Carbines

Term: 1 October 2021 – 30 September 2026

Eliza Carbines was appointed to the Board in October 2021. Ms Carbines is Karratha-based and is the founder and CEO of the Tender Relief, comprising a consultancy specialising in tendering and procurement across Australia, and an AI tender response Saas company.

Prior to commencing her own business, Ms Carbines worked across State Government and the private sector. A recognised authority on tendering, Eliza is a strong advocate for economic diversity and small business in regional Western Australia and has advised state governments across Australia on procurement reform.

Eliza also sits on the Innovation Advisory Board within the Department of Energy and Economic Diversification.



Gillian Nathan

Term: 1 October 2021 – 30 September 2026

Gillian Nathan was appointed to the Board in October 2021. Ms Nathan is the founder and owner of a tax and accounting practice, Simple Solutions Accounting Services.

Ms Nathan has extensive experience in taxation, financial and management reporting and works daily with small business owners. Prior to starting her own business, she gained experience in the public and private sector working across a range of accounting and tax practices.

Ms Nathan is a Fellow Chartered Accountant, with a Masters in Taxation and International Tax. She is a Tax Agent, a South African tax practitioner and a qualified secondary school teacher, registered to teach in Western Australia.

Ms Nathan is an Employer-director of the Government Employees Superannuation Board and a board member (Treasurer) and Chair of the Finance and Audit Risk Committee of the YourToolkit.com, a not-for-profit organisation which aims to build the financial knowledge and skills of Western Australian women exposed to domestic violence and financial abuse. She also volunteers on several school and sporting committees.



Amit Khullar

Term: 1 June 2025 – 31 May 2028

Amit Khullar was appointed to the Board in June 2025. Mr Khullar is the Director and Co-Founder of Wevolt Pty Ltd, an app for electric vehicle users to locate and manage chargers. Mr Khullar is a board member for the Child and Adolescent Health Services, a committee member of the Federation of Indian Associations of Western Australia and serves as President of the Anti Online Abuse Society and the Indian Sports and Cultural Academy. His work experience has spanned business development and marketing consultancy roles.

Mr Khullar holds a Bachelor of Information Technology Postgraduate Diploma in Computer Science, as well as a Graduate Certificate in Australian Immigration Law and Practice.



Lisa Smith

Term: 17 July 2023 – 31 December 2028

Lisa Smith joined the Board in July 2023, bringing extensive expertise in business development across public, private, and not-for-profit sectors. She has successfully operated her own consultancy, supporting small business owners with strategic growth and operational resilience.

Ms Smith's current role is within local government, where she leads strategic advocacy and drives economic development. Her work is instrumental in cultivating a thriving and sustainable local economy and unlocking meaningful economic opportunities and outcomes.

Previously, Ms Smith served as Chief Executive Officer of the Albany Chamber of Commerce and Industry, championing regional enterprise and business innovation. She holds a Graduate Certificate in Business (Curtin University) and is a Graduate of the Australian Institute of Company Directors. Passionate about regional Western Australia, Ms Smith actively contributes to several not-for-profit boards and initiatives focused on economic advancement.



Adam Grizich

Term: 1 July 2025 – 30 June 2028

Adam Grizich was appointed to the Board in July 2025. Mr Grizich is a successful owner of an independent butcher's shop in Kwinana and co-founder of Nick's Jerky, a social enterprise which raises funds to support mental health organisations.

As a former owner of multiple franchises over more than a decade, and a new franchisee trainer, Mr Grizich has significant experience in franchise system prior to founding his own business.



Rebecca Stephens

Term: 22 June 2026 – 31 May 2029

Rebecca Stephens was appointed to the Board in June 2026. Based in Albany, Ms Stephens is a senior executive leader with extensive experience across the private, public and not-for-profit sectors. She is the Executive Manager, Strategic Engagement and Communications at Palmerston Association, where she leads stakeholder engagement, government relations, strategic partnerships to support improved health and wellbeing outcomes across Western Australia.

Ms Stephens is an elected Councillor for the City of Albany, chairing the Corporate and Community Services Committee and was the Member for Albany in the Western Australian Parliament from 2021 to 2025.

A former award-winning small business owner, Ms Stephens brings a strong understanding of business, governance and community leadership. She also serves as a Director of Youth Great Southern, a not-for-profit organisation dedicated to improving outcomes for disadvantaged and at-risk young people throughout the region.

Ms Stephens has a longstanding commitment to community service and has held numerous voluntary leadership roles. She holds qualifications in stakeholder engagement, training and assessment, management and tourism operations.



Saj Abdoolakhan (ex officio)

Saj Abdoolakhan is the Chief Executive Officer and Small Business Commissioner of the Small Business Development Corporation.

Appointed to lead the SBDC in 2025, Saj brings extensive experience in regulatory and leadership roles across Western Australia's public sector. He previously served as Deputy Director General of Industry Regulation and Consumer Protection and Executive Director of Building and Energy at the Department of Energy, Mines, Industry Regulation and Safety, where he also held the statutory roles of Building Commissioner and Director of Energy Safety.

Since taking on his current role, Saj has focused on extending the Corporation's reach across the state, ensuring more small businesses are aware of the SBDC's services and the free support available to them. He is committed to improving the operating landscape, working to ensure that Western Australia remains a state in which small businesses can start, grow and thrive by making it easier to do business in WA.

GOVERNANCE DISCLOSURES

Members current as at 30 June 2026

Name	Initially appointed	Term expires	2025-26 meetings attended ¹
Mrs Sharni Foulkes	01/06/2025	31/05/2028	7
Ms Eliza Carbines	01/10/2021	30/09/2026	7
Mr Adam Grizich	01/07/2025	30/06/2028	7
Mr Amit Khullar	01/06/2025	31/05/2028	7
Ms Gillian Nathan	01/10/2021	30/09/2026	7
Ms Lisa Smith	17/07/2023	31/12/2028	7
Ms Lucy Hall ²	01/09/2023	31/03/2026	3
Mrs Rebecca Stephens ³	22/06/2026	31/05/2029	0
Mr Saj Abdoolakhan (ex officio)	19/05/2025	N/A	7

¹ A total of 7 meetings were held during the reporting period.

² Term completed 31 March 2026.

³ Appointed 22 June 2026 – will attend first meeting in next reporting period.

Board remuneration 2025-26

Position	Name	Type of remuneration	Period of membership	Gross actual remuneration
Chair	Mrs Sharni Foulkes	Per annum	Full year	\$45,212.13
Member	Ms Eliza Carbines	Per annum	Full year	\$24,866.14
Member	Mr Adam Grizich	Per annum	Full year	\$24,196.67
Member	Mr Amit Khullar	Per annum	Full year	\$26,205.09
Member	Ms Gillian Nathan	Per annum	Full year	\$24,866.14
Member	Ms Lisa Smith	Per annum	Full year	\$24,866.14
Member	Ms Lucy Hall	Per annum	Part year ¹	\$20,937.12
Member	Mrs Rebecca Stephens	Per annum	Part year ²	\$0
Member-Ex-Officio	Mr Saj Abdoolakhan		Full year	N/A

¹Term completed 31 March 2026.

²Term commenced 22 June 2026.

DISCLOSURES AND LEGAL COMPLIANCE



OTHER LEGAL REQUIREMENTS

Staffing summary as at 30 June 2026:

Employee profile	2025-26
Permanent full-time	39 FTE
Permanent part-time	10 FTE
Fixed term contract	16 FTE
Total	65 FTE

Occupational safety, health and injury management

The Corporation is fully committed to providing a safe and healthy working environment for all employees, contractors, clients and the public. The management team is dedicated to complying with all relevant health and safety legislation, codes of practice, and industry standards. The management team supports this through making Work Health Safety (WHS) a standard agenda item at Executive, team and all Corporation meetings, with staff encouraged to raise any issues. The Human Resources team supports the Corporation's commitment to a safe and healthy working environment by ensuring managers receive appropriate training and through communicating WHS matters through the intranet and internal communications.

The Corporation takes a consultative approach and recognises that consultation, communication and cooperation between managers and employees is essential to maintaining a safe and healthy workforce. A review of the Corporation's practices was undertaken during the 2025-26 financial year to ensure practices remain compliant, contemporary and fit-for-purpose. The review highlighted a need to contemporise our policy suite and develop guides for people leaders to better support their employees. Work will be undertaken in the 2026-27 financial year to address these findings.

The SBDC established a Health and Safety Committee (HSC) during the year, made up of three employee-elected health and safety representatives, as well as HR and management representation. The HSC oversees health and safety matters in the workplace and contributes to the education and awareness of safety responsibilities across the SBDC. The health and safety representatives undertook the mandatory five-day training program in 2026.

The Corporation's performance in relation to occupational health and safety requirements are below.

Measures	2022-23	2023-24	2024-25	2025-26	Targets	Comments about outcome
Number of fatalities	0	0	0	0	0	No injured workers
Lost time injury and disease incidence rate	0	0	0	0	0 or 10% reduction in incidence rate	No injured workers
Lost time injury and severity rate	0	0	0	0	0 or 10% reduction in incidence rate	No injured workers
Percentage of injured workers returned to work (i) within 13 weeks	No injured workers	No injured workers	No injured workers	No injured workers	Greater than or equal to 80%	Target met
Percentage of injured workers returned to work (ii) within 26 weeks	No injured workers	No injured workers	No injured workers	No injured workers	Greater than or equal to 80%	Target met
Percentage of managers trained in work health and safety injury management responsibilities, including refresher training within 3 years	100%	82%	53%	57%	Greater than or equal to 80%	Workforce movements resulted in new or acting managers who have not yet completed training. Training will be arranged for these managers in Q2 2026-27.



Staff development

The Corporation is committed to the development of its employees. Our strategies are to build a highly skilled, professional and fair workforce, with the ability to adapt to changing business technology and the environment.

During the financial year, the Corporation introduced the SBS Inclusion Program, providing employees with core knowledge and skills to foster diversity and inclusion across the workplace. The program covered key topics including First Nations perspectives, LGBTIQ+ inclusion, gender equity, cultural diversity, disability inclusion and generational diversity.

The Corporation also strengthened its mandatory training program for employees and managers, including Introduction to Countering Foreign Intelligence, and Work, Health and Safety Awareness designed to increase awareness of WHS legislation and develop understanding of how to work safely to help prevent workplace injuries.

Compliance with public sector standards and ethical codes

The Corporation complies with Section 31 (1) of the *Public Sector Management Act 1994* in the administration of human resource management practices relating to public sector standards and codes of ethics and conduct.

Standards of ethical conduct are communicated as part of the Corporation's induction practices, and relevant policies and procedures are published on the Corporation's intranet where they are readily available. The Corporation regularly confirms employee understanding of and commitment to the requirements of the Code of Conduct and Public Sector Code of Ethics, through an annual declaration process.

In February 2026, the SBDC introduced a new Integrity framework which included a refreshed Code of Conduct and a new Conflict of Interest policy suite.

There was one instance during the reporting period where a breach of the Code of Conduct/WA Public Sector Code of Ethics was substantiated, and an improvement action was issued. There was no breach of standard claims against the Corporation.

Ministerial directions

No Ministerial directives were received during the year.

Recordkeeping plan

The Corporation's revised Recordkeeping Plan (RKP2024026) as approved by the State Records Office reflects an evolution of the Corporation's record keeping practices and was expanded to include additional business information systems and policies and procedures.

Corporate Service team members received externally provided administration training on the record keeping system to support succession planning and knowledge transfer during the reporting period. The Manager Information Governance has provided training and support to operational teams through team meetings and documented guides.

The Corporation provides induction training to all staff on commencement ensuring the appropriate management of information assets and systems are compliant with the Corporation's policies and procedures. Policies and procedures are available and maintained on the intranet, which is easy to navigate and access.

The *Privacy and Responsible Information Sharing (PRIS) Act 2024* received Royal Assent on 6 December 2024. The Act came into effect on 1 July 2026.

The Corporation is reviewing its recordkeeping practices aligned with the PRIS Readiness Plan and is developing policies and procedures to ensure compliance with the Act.



Legislation impacting on activity

In the performance of its functions, the SBDC complies with the following legislation:

A New Tax System (Goods and Services Tax) Act 1999 (Cth)

Auditor General Act 2006 (WA)

Building and Construction Industry (Security of Payment) Act 2021 (WA)

Business Names Act 1962 (WA)

Business Names (Commonwealth Powers) Act 2012 (WA)

Business Names Registration Act 2011 (Cth)

Copyright Act 1968 (Cth)

Commercial Tenancy (Retail Shops) Agreements Act 1985 (WA)

Corporations (Western Australia) Act 1990 (WA)

Corruption, Crime and Misconduct Act 2003 (WA)

Criminal Code Act Compilation Act 1913 (WA)

Disability Services Act 1993 (WA)

Electoral Act 1907 (WA)

Electronic Transaction Act 2011 (WA)

Employment Dispute Resolution Act 2008 (WA)

Equal Opportunity Act 1984 (WA)

Evidence Act 1906 (WA)

Evidence Act 1995 (Cth)

Financial Management Act 2006 (WA)

Financial Management Regulations 2024 (WA)

Freedom of Information Act 1992 (WA)

Fringe Benefits Tax Assessment Act 1986 (Cth)

Income Tax Assessment Act 1936 (Cth)

Income Tax Assessment Act 1997 (Cth)

Industrial Relations Act 1979 (WA)

Industrial Relations Amendment Act 2024 (WA)

Legal Deposit Act 2012 (WA)

Long Service Leave Act 1958 (WA)

Limitation Act 1935 and 2005 (WA)

Minimum Conditions of Employment Act 1993 (WA)

Parliamentary Commissioner Act 1971 (WA)

Pay-roll Tax Act 2002 (WA)

Pay-roll Tax Assessment Act 2002 (WA)

Privacy and Responsible Information Sharing Act 2024

Procurement Act 2020 (WA)

Public and Bank Holidays Act 1972 (WA)

Public Interest Disclosure Act 2003 (WA)

Public Sector Management Act 1994 (WA)

Salaries and Allowances Act 1975 (WA)

Sentencing Act 1995 (WA)

Small Business Development Corporation Act 1983 (WA)

Spam Act 2003 (Cth)

State Records Act 2000 (WA)

State Records (Consequential Provisions) Act 2000 (WA)

State Superannuation Act 2000 (WA)

State Superannuation Regulations 2001 (WA)

State Trading Concerns Act 1916 (WA)

Statutory Corporations (Liability of Directors) Act 1996 (WA)

Superannuation Guarantee (Administration) Act 1992 (Cth)

Taxation Administration Act 2003 (WA)

Western Australian Jobs Act 2017 (WA)

Work Health and Safety Act 2020 (WA)

Workers' Compensation and Injury Management Act 2023 (WA)

Cth = Commonwealth Acts

Unauthorised use of credit cards

Officers of the Corporation hold corporate credit cards where their functions warrant usage of this facility. Despite each cardholder being aware of the obligations under the Corporation's credit card policy, a small number of employees inadvertently used the corporate credit card for non-official business. These matters were 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.

	2025-26
Number of instances the Western Australian Government Purchasing Cards have been used for personal purposes	3
Aggregate amount of personal use expenditure for the reporting period	\$113.12
Aggregate amount of personal use expenditure settled by the due date (within 5 working days)	\$113.12
Aggregate amount of personal use expenditure remaining unpaid at the end of the reporting period	\$0
Number of referrals for disciplinary action instigated by the notifiable authority during the reporting period	0

Pricing policies of services provided

The Corporation charges for goods and services rendered on a full or partial cost recovery basis. These fees and charges were determined in accordance with Costing and Pricing Government Services: Guidelines for Use by Agencies in the Western Australian Public Sector published by Treasury. The Corporation charged the following fees during the reporting period, all of which represent a partial cost recovery basis and therefore subsidised by the WA Government. These are reviewed annually consistent with the requirements of Treasurer's Instruction 6, requirement 3.

\$125 per party session for Dispute Resolution Service (DRS) mediation fees.

\$750 application fees for Business Migration State nominations for both provisional and permanent business visas.

\$20 per participant for business workshops, except for the free 'Starting a Business' workshop.

Capital works

In accordance with the Corporation's strategic asset plan, no capital works or asset renewal programs are scheduled for the 2026-27 financial year. The Corporation will continue to manage and maintain its existing ICT infrastructure and other capital assets through routine operational maintenance and replacement activities as required. Accordingly, no capital expenditure is budgeted for capital works during 2026-27.

Act of grace payments

There were no act of grace payments made during the reporting period.

Advertising, marketing, polling and direct mail

In accordance with Section 175ZE of the *Electoral Act 1907*, set out below are details of expenditure incurred during 2025-26 in relation to:

Advertising Agencies	\$100,063.54
Google Australia Pty Limited	\$48,896.33
Bang! Online Marketing Pty Ltd	\$26,475.00
Meta Platforms Inc (facebook)	\$23,942.21
LinkedIn Corporation	\$750.00
Market Research	\$42,155.00
Painted Dog	\$22,750.00
The Demographics Group	\$10,500.00
Western Australian Treasury Corporation	\$8,905.00
Polling organisations	Nil
Direct mail organisations	Nil
Media advertising organisations	\$194,519.44
Initiative Media Australia Pty Ltd	\$183,269.44
Ethos Media and Communications	\$11,250.00
TOTAL EXPENDITURE FOR 2025-26	\$336,737.98

FINANCIALS



INDEPENDENT AUDITORS REPORT 2026

Small Business Development Corporation

To the Parliament of Western Australia

Report on the audit of the financial statements

I have audited the financial statements of the Small Business Development Corporation (Corporation) which comprise:

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

In my opinion, the financial statements are:

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

Basis for opinion

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

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

Responsibilities of the Board for the financial statements

The Board is responsible for:

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

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

Report on the audit of controls

Opinion

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

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

The Board's responsibilities

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

Auditor General's responsibilities

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

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

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

Limitations of controls

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

Report on the audit of the key performance indicators

Opinion

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

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

The Board's responsibilities for the key performance indicators

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

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

Auditor General's responsibilities

As required by the *Auditor General Act 2006*, my responsibility as an assurance practitioner is to express an opinion on the key performance indicators. The objectives of my engagement are to obtain reasonable assurance about whether the key performance indicators are relevant and appropriate to assist users to assess the Corporation's

performance and whether the key performance indicators are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. I conducted my engagement in accordance with Standard on Assurance Engagements ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information* issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements relating to assurance engagements.

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

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

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

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

Other information

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

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

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

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

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

This auditor's report relates to the financial statements and key performance indicators of the Corporation for the year ended 30 June 2026 included in the annual report on the Corporation's website. The Corporation's management is responsible for the integrity of the Corporation's website. This audit does not provide assurance on the integrity of the Corporation's website. The auditor's report refers only to the financial statements, controls and key performance indicators described above. It does not provide an opinion on any other information which may have been hyperlinked to/from the annual report. If users of

the financial statements and key performance indicators are concerned with the inherent risks arising from publication on a website, they are advised to contact the Corporation to confirm the information contained in the website version.



Kellie Tonich
Senior Director Financial Audit
Delegate of the Auditor General for Western Australia

Perth, Western Australia
 21 August 2026

KEY PERFORMANCE INDICATORS

Certification of key performance indicators

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



Sharni Foulkes
Board Chair
19 August 2026



Saj Abdoolakhan
Chief Executive Officer - Small Business Commissioner
19 August 2026

The Small Business Development Corporation (the Corporation) supports the Government’s goal of ‘Diversifying the WA economy, creating local jobs for the future’. To meet this goal, the Corporation’s mission is ‘to facilitate relevant, practical support to small businesses and advocate on their behalf’.

The desired outcome and services that support the Government’s goals are reflected in the table below.

Government Goal	Desired Outcome	Our Services
Delivering Strong Financial and Economic Management: Diversifying our economy and making more things in WA.	A strong and enterprising small business sector that contributes to the State’s economy through job creation and business investment	1. Information, Guidance, Referral and Business Development Services 2. Access to Justice for Small Business

Key Effectiveness Indicators

Key effectiveness indicators measure the extent of impact of the delivery of services on the achievement of desired outcomes.

Client Survey

The Corporation provides a range of small business services to those in business, as well as those planning on starting or buying a business. The effectiveness of our information, guidance, referral, and business development service is measured by surveying clients who have utilised the Corporation’s advisory service, dispute resolution service, or attended a skills development workshop and provide feedback on the below two areas:

- The extent to which the information or guidance provided was useful.
- The extent to which the information or guidance provided contributed to a decision to start or buy a business.

The survey was conducted by an independent market research company (Painted Dog Research) for 2025-26. The survey methodology was consistent with that used in previous surveys. In 2024-25 and 2025-26, survey responses were collected online, whereas those completed in 2023-24 and earlier were collected via telephone. The survey results for the two key questions below are presented in the table, together with a comparison against the target and prior years.

Survey Results	2025-26 Target	2025-26 Actual	2024-25 Actual	2023-24 Actual	2022-23 Actual
The extent to which the information or guidance provided was useful	92%	94%	97%	92%	92%
The extent to which the information or guidance provided contributed to a decision to start or buy a business	82%	79%	90%	72%	74%

593 client surveys were completed in 2025-26 resulting in a maximum margin of error of +/- 3.92% at the 95% confidence level.

Explanation of significant variances

The extent to which the information or guidance provided contributed to a decision to start or buy a business:

Among clients enquiring about starting or buying a business, 79% of them reported that the Corporation contributed to a decision to start or buy a business. While this is lower than the 90% result from 2024-25, the 2025-26 result remains consistent with other comparative years. The decline in 2025-26 was primarily driven by fewer clients indicating the information or guidance “possibly contributed” to their decision, however the proportion indicating it “definitely contributed” remained stable.

Western Australian Business Migration Program

The Corporation is responsible for managing the WA Business Migration program on behalf of the State Government. This program is a key investment attraction initiative for WA, as business migrants make a significant contribution to the State’s economy through investment, establishing businesses and generating export income and employment.

The confirmed and finalised economic contribution and job creation in Western Australia by existing business migrants for 2025-26, compared with the target and the previous three years, is presented below:

Business Migration Program	2025-26 Target	2025-26 Actual	2024-25 Actual	2023-24 Actual	2022-23 Actual
Total value of net assets to the State from the Business Migration program	\$220M	\$322.1M	\$427.4M	\$324.8M	\$191.8M
Number of jobs created through the Business Migration program	65	88	152	92	80.5

Explanation of significant variances

Total value of net assets to the State from the Business Migration program and Number of jobs created through the Business Migration program:

Strong business and economic conditions in WA have contributed to higher than the Corporation’s target net assets to the State and jobs created from the business migration program. Increases in WA property values have also supported stronger investment outcomes. Year-to-year fluctuations are expected due to variations in business operations, capacity to create new jobs, investment decisions, and the timing of conversion from provisional to permanent visas, when investment and employment data is captured and confirmed.

Key Efficiency Indicators

Key efficiency indicators monitor the relationship between the service delivered and the resources used to produce the service.

Service 1 – Information, guidance, referral and business development services

The Corporation provides specialised information, guidance, referral and business development services for the effective development of enterprises in Western Australia. Three efficiency indicators are measured. The results for each indicator, together with the target for 2025-26 and comparative results from the previous three years, are set out below:

	2025-26 Target	2025-26 Actual	2024-25 Actual	2023-24 Actual	2022-23 Actual
Cost per client serviced directly	\$49.59	\$71.26	\$74.38	\$55.44	\$54.80
Cost per client serviced through third party delivery	\$244.45	\$250.37	\$197.93	\$206.67	\$190.48
Cost of policy development, advice and reform projects as a percentage of total cost of service	16.22%	17.48%	17.75%	12.46%	11.95%

Explanation of significant variances

Cost per client serviced directly:

The actual cost per client serviced directly is \$71.26 in 2025-26, compared to the target of \$49.59. This primarily reflects a refinement to the KPI methodology that occurred during the 2024-25 reporting period (however after the 2025-26 target was set), which removed social media engagements from the definition of clients serviced. Recasting the target using the refined methodology increases the target to \$64.52.

The 2025-26 actual is lower than the 2024-25 actual due to a temporary uplift in website traffic associated with the Small Business Growth Grants Program. The higher cost per client serviced in 2025-26 compared with 2023-24 and 2022-23 reflects the underlying trend of declining visitation to the Corporation’s website, driven by changing digital engagement patterns, including shorter website sessions and evolving search behaviours. From 2023-24 onwards, following legislative changes that enabled the Corporation to make grant payments, grant expenditure formed part of the KPI cost base. As grant expenditure varies between programs and years, it can contribute to fluctuations in the cost per client serviced.

Cost per client serviced through third party delivery:

The 2025-26 actual cost per client serviced by a third party is higher than prior years, however, is materially in line with the target. The higher cost in 2025-26 compared to previous years reflects lower client demand for advisory services, particularly one-to-one sessions, resulting in fewer clients being serviced, contributing factors include increasing use of artificial intelligence by small business operators to access business advice and guidance, and the availability of alternative business support services in some regions.

Cost of policy development, advice and reform projects as a percentage of total cost of service:

The 2025-26 actual is materially consistent with the 2025-26 target and the 2024-25 actual. The increase from 2023-24 actual to the 2024-25 actual and 2025-26 actual reflects the Corporation's increased involvement in reform projects, including the Small Business Friendly Approvals – State Government (delivery commenced 1 July 2024, with expenditure increasing in 2025-26) and ServiceWA for Business Roadmap (delivered 1 July 2023 to 30 June 2025).

Service 2 - Access to justice for small business

The Corporation provides access to justice through the dispute resolution service and support for subcontractors. Two efficiency indicators are measured. The results for each indicator, together with the target for 2025-26 and comparative results from the previous three years, are set out below:

	2025-26 Target	2025-26 Actual	2024-25 Actual	2023-24 Actual	2022-23 Actual
Cost per client serviced directly in the provision of Dispute Resolution	\$1,866.66	\$1,264.96	\$1,508.50	\$1,692.20	\$1,394.86
¹ Cost of subcontractor support services as a percentage of the total cost of service	40.06%	33.60%	34.54%	37.03%	41.55%

¹The 'subcontractor support services' now relate to Small Business Commissioner Inquiry and support services provided to a broader cohort than only subcontractors operating within the construction industry.

Explanation of significant variances

Cost per client serviced directly in the provision of Dispute Resolution:

The Dispute Resolution Service offers low-cost and practical assistance to small businesses in dispute with another business or government agency. The 2025-26 cost per client serviced is lower than prior years due to increased client demand, resulting in a higher volume of dispute resolution matters and greater utilisation of available service resources. The increase in demand was principally attributable to a rise in disputes relating to online platforms, including Meta, and an increase in payment-related disputes. The higher service volumes contributed to a lower cost per client serviced through the spreading of fixed service delivery costs across a greater number of clients.

Cost of subcontractor support services as a percentage of the total cost of service:

Actual subcontractor support costs as a percentage of total service costs in 2025-26 is lower than the 2025-26 target, primarily due to the temporary redeployment of an internal resource from the subcontractor support services area to assist with a review of the Business Investigations and Disputes Service. The review commenced in 2024-25 and continued into 2025-26, resulting in a reduction of direct expenditure in the subcontract support service area. The continuation of the internal resource redeployment was not confirmed at the time the 2025-26 target was set.



FINANCIAL STATEMENTS

Certification of financial statements

For the financial year ended 30 June 2026

The accompanying financial statements of the Small Business Development Corporation 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 within the financial statements misleading or inaccurate.



Sharni Foulkes

Board Chair
19 August 2026



Saj Abdoolakhan

Chief Executive Officer
Small Business Commissioner
19 August 2026



Jeff Sweetman CPA

Chief Finance Officer
19 August 2026

Statement of Comprehensive Income

for the year ended 30 June 2026

	Note	2026	2025
COST OF SERVICES			
Expenses			
Employee benefits expenses	2.1 (a)	9,459,475	10,066,205
Supplies and services	2.3	5,717,884	4,813,434
Depreciation and amortisation expenses	4.1, 4.2 & 4.3	48,552	75,533
Accommodation expenses	2.3	1,406,135	1,462,527
Finance costs	6.2	4,753	2,212
Grants and subsidies	2.2	169,979	879,325
Other expenses	2.3	850,349	842,761
Total cost of services		17,657,127	18,141,997
Income			
User charges and fees	3.2	150,922	166,942
Interest income		434,998	325,845
Other income	3.3	12,716	16,775
Gains on disposal of non-current assets	3.4	2,242	-
Total income		600,878	509,562
NET COST OF SERVICES		17,056,249	17,632,435
Income from State Government			
Service appropriation	3.1	19,475,000	17,776,000
Income from other public sector entities	3.1	899,950	199,612
Resources received	3.1	64,884	109,643
Total Income from State Government		20,439,834	18,085,255
Surplus for the period		3,383,585	452,820
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD		3,383,585	452,820

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

Statement of Financial Position

as at 30 June 2026

	Note	2026	2025
ASSETS			
Current Assets			
Cash and cash equivalents	6.3	9,919,046	6,899,771
Restricted cash and cash equivalents	6.3	-	264,307
Receivables	5.1	599,643	354,383
Amounts receivable for services	5.2	-	40,000
Other current assets	5.3	769,951	758,065
Total Current Assets		11,288,640	8,316,526
Non-Current Assets			
Restricted cash and cash equivalents	6.3	294,701	297,560
Amounts receivable for services	5.2	1,586,000	1,385,000
Property, plant and equipment	4.1	238,711	20,423
Intangible assets	4.2	-	-
Right-of-use assets	4.3	71,023	58,679
Other non-current assets	5.3	222,419	41,588
Total Non-Current Assets		2,412,854	1,803,250
TOTAL ASSETS		13,701,494	10,119,776
LIABILITIES			
Current Liabilities			
Payables	5.4	716,766	546,969
Lease liabilities	6.1	13,084	18,853
Contract liabilities	5.5	750	8,250
Employee related provisions	2.1 (b)	2,150,457	2,048,648
Total Current Liabilities		2,881,057	2,622,720
Non-Current Liabilities			
Lease liabilities	6.1	59,124	41,723
Employee related provisions	2.1 (b)	277,973	379,151
Total Non-Current Liabilities		337,097	420,874
TOTAL LIABILITIES		3,218,154	3,043,594
NET ASSETS		10,483,340	7,076,182
EQUITY			
Contributed equity		3,469,458	3,445,885
Accumulated surplus		7,013,882	3,630,297
TOTAL EQUITY		10,483,340	7,076,182

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

Statement of Changes in Equity for the year ended 30 June 2026

	Contributed equity	Accumulated surplus	Total equity
Balance at 1 July 2024	2,366,885	3,177,477	5,544,362
Surplus	-	452,820	452,820
Total comprehensive income for the period	-	452,820	452,820
Transactions with owners in their capacity as owners:			
Capital appropriation	60,000	-	60,000
Treasurer's Special Purpose Account - Digital Capability Fund	1,019,000	-	1,019,000
Total	1,079,000	-	1,079,000
Balance at 30 June 2025	3,445,885	3,630,297	7,076,182
Balance at 1 July 2025	3,445,885	3,630,297	7,076,182
Surplus	-	3,383,585	3,383,585
Total comprehensive income for the period	-	3,383,585	3,383,585
Transactions with owners in their capacity as owners:			
Treasurer's Special Purpose Account - Digital Capability Fund	265,000	-	265,000
Distributions to owners - Unspent ServiceWA for Business Roadmap funding	(241,427)	-	(241,427)
Total	23,573	-	23,573
Balance at 30 June 2026	3,469,458	7,013,882	10,483,340

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



Statement of Cash Flows

for the year ended 30 June 2026

CASH FLOWS FROM STATE GOVERNMENT

	Note	2026	2025
Service appropriation		19,274,000	17,599,000
Capital appropriation		-	60,000
Holding account drawdown		40,000	75,000
Funds from other public sector entities		860,000	182,316
Digital Capability Fund		265,000	1,019,000
Net cash provided by State Government		20,439,000	18,935,316

Utilised as follows:

CASH FLOWS FROM OPERATING ACTIVITIES

Payments

Employee benefits	(9,546,822)	(9,815,489)
Supplies and services	(5,699,794)	(4,800,981)
Finance costs	(4,753)	(2,072)
Accommodation	(1,409,801)	(1,363,039)
Grants and subsidies	(161,579)	(879,325)
Other payments	(822,675)	(857,310)
GST payments on purchases	(810,596)	(651,011)
	(18,456,020)	(18,369,227)

Receipts

User charges and fees	144,729	175,506
Interest received	391,934	300,325
GST receipts on sales	12,014	19,123
GST receipts from taxation authority	714,473	649,881
Other receipts	12,716	14,375
	1,275,866	1,159,210

Net cash provided by/(used in) operating activities

(17,180,154) (17,210,017)

CASH FLOWS FROM INVESTING ACTIVITIES

Payments

Purchase of non-current assets	(249,806)	-
Net cash used in investing activities	(249,806)	-

CASH FLOWS FROM FINANCING ACTIVITIES

Payments

Principal elements of lease payments	(15,504)	(15,051)
Unspent ServiceVWA for Business Roadmap funding distributed to owner	(241,427)	-
Net cash used in financing activities	(256,931)	(15,051)

NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS

2,752,109 1,710,248

Cash and cash equivalents at the beginning of period

7,461,638 5,751,390

CASH AND CASH EQUIVALENTS AT THE END OF PERIOD

10,213,747 7,461,638

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

Notes to the financial statements for the year ended 30 June 2026

1. BASIS OF PREPARATION

The Small Business Development Corporation is referred to as the Corporation throughout these financial statements.

The Corporation is a Government not-for-profit entity controlled by the State of Western Australia, which is the ultimate parent.

A description of the nature of our operations and 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 Board, as the accountable authority of the Corporation on 19 August 2026.

Statement of compliance

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

The *Financial Management Act 2006* and Treasurer's instructions, which are legislative provisions governing the preparation of financial statements for agencies, take precedence over AASB pronouncements. Where an AASB pronouncement is modified and has had a significant financial effect on the reported results, details

of the modification and the resulting financial effect are disclosed in the notes to the financial statements.

Basis of preparation

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

Accounting for 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 Corporation 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 figures

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

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

Judgements and estimates

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

Notes to the financial statements

for the year ended 30 June 2026

2. USE OF OUR FUNDING

Expenses incurred in the delivery of services

This section provides additional information about how the Corporation'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 Corporation in achieving its objectives and the relevant notes are:

	Notes		
Employee benefits expense	2.1 (a)		
Employee related provisions	2.1 (b)		
Grant and subsidies	2.2		
Other expenditure	2.3		
		2026	2025
2.1 (a) Employee benefits expenses			
Employee benefits		8,265,923	8,991,778
Termination benefits		202,250	25,805
Superannuation - defined contribution plans		991,302	1,048,622
Employee benefits expenses		9,459,475	10,066,205
Add: AASB 16 Non-monetary benefits (not included in employee benefits expense)		20,257	17,123
Less: Employee contributions (per Note 3.3 Other income)		(9,196)	(9,083)
Total employee benefits provided		9,470,536	10,074,245

Employee benefits include wages, salaries and social contributions, accrued and paid leave entitlements and paid sick leave, fringe benefits tax and non-monetary benefits recognised under accounting standards other than AASB 16 (such as cars and free or subsidised goods or services) for employees.

Termination benefits are payable when employment is terminated before normal retirement date, or when an employee accepts an offer of benefits in exchange for the termination of employment. Termination benefits are recognised when the Corporation is demonstrably committed to terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or providing termination benefits as a result of an offer made to encourage voluntary redundancy.

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

Notes to the financial statements for the year ended 30 June 2026

AASB 16 non-monetary benefits are non-monetary employee benefits relating to the provision of vehicle benefits that are recognised under AASB 16 and are excluded from the employee benefits expense.

Employee contributions are contributions made to the Corporation by employees towards employee benefits that have been provided by the Corporation. This includes both AASB 16 and non-AASB 16 employee contributions.

2.1 (b) Employee related provisions	2026	2025
Current		
<u>Employee benefits provisions</u>		
Annual leave	934,534	914,061
Long service leave	1,209,571	1,107,264
Purchased leave	(6,435)	16,669
	2,137,670	2,037,994
<u>Other provisions</u>		
Employment on-costs	12,787	10,654
Total current employee related provisions	2,150,457	2,048,648
Non-current		
<u>Employee benefits provisions</u>		
Long service leave	276,417	377,118
<u>Other provisions</u>		
Employment on-costs	1,556	2,033
Total non-current employee related provisions	277,973	379,151
Total employee related provisions	2,428,430	2,427,799

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

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

Notes to the financial statements

for the year ended 30 June 2026

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

Pre-conditional and conditional long service leave provisions are classified as non-current liabilities because the Corporation 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 Corporation 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.

Purchased leave liabilities are classified as current where there is no right at the end of the reporting period to defer settlement for at least 12 months after the reporting period.

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

Employment on-costs, including workers' compensation insurance premiums, 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 Corporation's 'employee benefits expense'. The related liability is included in 'Employment on-costs provision'.

2026

Employment on-cost provision

Carrying amount at start of period	12,687
Additional/(reversals of) provision recognised	1,656
Payments/other sacrifices of economic benefits	-
Unwinding of the discount	-
Carrying amount at end of period	14,343

Notes to the financial statements

for the year ended 30 June 2026

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 reporting period.

Several estimates and assumptions are used in calculating the Corporation's long service leave provisions. These include:

- *expected future salary rates;*
- *discount rates;*
- *employee retention rates; and*
- *expected future payments.*

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

2.2 Grants and subsidies

Recurrent

	2026	2025
Small Business Electricity Credits (Embedded Networks)	47,700	679,325
Small and Medium Business Recovery Grants - Ex-Tropical Cyclone Ellie and Tropical Cyclone Ilsa	-	200,000
Small Business Growth Grants (Election commitment)	122,279	-
Total grants and subsidies	169,979	879,325

Transactions in which the Corporation provides goods, services and or assets without receiving approximately equal value in return are categorised as 'Grant or subsidy expenses'. These payments or transfers are recognised at fair value at the time of the transaction and are recognised as an expense in the reporting period in which they are paid.

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. They principally include payments to small and medium businesses.

Notes to the financial statements for the year ended 30 June 2026

2.3 Other expenditure

Supplies and services

Consultants and contractors	4,214,443	3,673,145
Software licences and hosting	949,649	845,103
Consumables	372,376	141,516
Communications	110,760	108,892
Travel	69,701	44,430
Other supplies and services expenses	955	348

Total supplies and services expenses

5,717,884 4,813,434

Accommodation expenses

Office rental	1,345,722	1,380,204
Electricity and water	21,983	28,063
Repairs and maintenance	8,182	30,180
Cleaning	30,248	24,080

Total accommodation expenses

1,406,135 1,462,527

Other expenses

Advertising and promotion	302,468	135,597
Other staffing costs	138,770	168,419
Board fees	190,297	280,433
Employment on-costs	57,680	55,690
Insurance	28,235	25,517
Audit fees	56,705	39,460
Motor vehicle expenses	18,153	10,360
Equipment repairs and maintenance	662	49
Work in progress expensed in the year	-	53,400
Other	57,379	73,836

Total other expenses

850,349 842,761

Total other expenditure

7,974,368 7,118,722

Notes to the financial statements for the year ended 30 June 2026

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

Office rental is expensed as incurred as the Memorandum of Understanding Agreement between the Corporation and the Department of Housing and Works for the leasing of office accommodation contain significant substitution rights.

Repairs, maintenance, electricity, water and cleaning costs are recognised as expenses as incurred.

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

Employment on-costs includes workers' compensation insurance and other employment on costs. The on costs liability associated with the recognition of annual and long service leave liabilities is included at note 2.1 (b) Employee related provisions. Superannuation contributions accrued as part of the provision for leave are employee benefits and are not included in employment on-costs.

3. OUR FUNDING SOURCES

How we obtain our funding

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

	Notes
Income from State Government	3.1
User charges and fees	3.2
Other income	3.3
Gains on disposal of non-current assets	3.4

3.1 Income from State Government

Appropriations received during the year:

Service appropriation

Total service appropriation

Income received from other public sector entities during the period:

Department of Fire and Emergency Services ^(a)

Department of Energy and Economic Diversification ^(b)

Total income from other public sector entities

	2026	2025
Service appropriation	19,475,000	17,776,000
Total service appropriation	19,475,000	17,776,000
Income received from other public sector entities during the period:		
Department of Fire and Emergency Services ^(a)	39,950	199,612
Department of Energy and Economic Diversification ^(b)	860,000	-
Total income from other public sector entities	899,950	199,612

Notes to the financial statements

for the year ended 30 June 2026

	2026	2025
Resources received from other public sector entities during the period:		
Lease management services provided by the Department of Housing and Works	21,389	90,069
Legal services provided by the State Solicitor's Office	43,495	19,574
Total resources received	64,884	109,643
Total Income from State Government	20,439,834	18,085,255

Service Appropriations are recognised as income at the fair value of consideration received in the period in which the Corporation gains control of the appropriated funds. The Corporation gains control of the appropriated funds at the time those funds are deposited in the bank account or credited to the holding account held at the Department of Treasury and Finance.

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

^(a) The 2026 income relates to the State-funded Small and Medium Business Recovery Support Program for small and medium sized businesses affected by Severe Tropical Cyclone Narelle and associated flooding, which is being delivered under a letter of agreement and funded by the Department of Fire and Emergency Services, the 2025 income relates to funding received under the Disaster Recovery Funding Arrangements for Small and Medium Business Recovery Grants following Ex-Tropical Cyclone Ellie and Tropical Cyclone Ilsa

^(b) The 2026 income relates to funding received for the delivery of the Climate Ready Program, which aims to support small and medium-sized businesses in anticipating, managing and adapting to the impacts of climate change.

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

Notes to the financial statements for the year ended 30 June 2026

3.1 Income from State Government (continued)

Summary of Consolidated Account Appropriations for the year ended 30 June 2026

	2026 Budget	2026 Actual	2026 Variance
DELIVERY OF SERVICES			
Item 55 Net amount appropriated to deliver services	19,136,000	19,136,000	-
Amounts Authorised by Other Statutes			
– <i>Salaries and Allowances Act 1975</i>	339,000	339,000	-
Total appropriation provided to deliver services	19,475,000	19,475,000	-
CAPITAL			
Capital Appropriation	-	-	-
GRAND TOTAL	19,475,000	19,475,000	-

3.2 User charges and fees

	2026	2025
Workshop income	58,036	82,280
Business migration visa application fees	89,250	81,480
Fees for mediation services	3,636	3,182
Total user charges and fees	150,922	166,942

Revenue is recognised at the transaction price when the Corporation transfers control of the services to customers. Revenue is recognised at a point-in-time for workshops and mediation fees revenue. The performance obligations for these user fees and charges are satisfied when the services have been provided. For business migration visa application fees, revenue is recognised when the application process is finalised.

3.3 Other income

	2026	2025
Employee contributions	9,196	9,083
Other	3,520	7,692
Total other income	12,716	16,775

Other income principally relates to employee contributions toward the Government Officer Vehicle Scheme (GVS) or Senior Officer Vehicle Scheme (SOVS). Income is recognised when the employee contribution is received.

Notes to the financial statements for the year ended 30 June 2026

3.4 Gains on disposal of non-current assets

Derecognition of lease liability associated with disposal

Right-of-use assets - Vehicles

2026

2025

50,784

-

Carrying amount of non-current assets disposed

Right-of-use assets - Vehicles

(48,542)

-

Net gain on disposal

2,242

-

Gains and losses on the disposal of non-current assets are presented by deducting from the proceeds on disposal the carrying amount of the asset and related selling expenses. Gains and losses are recognised in profit or loss in the Statement of Comprehensive Income.

4. KEY ASSETS

Assets the Corporation utilises for economic benefit or service potential

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

	Notes
Property, plant and equipment	4.1
Intangible assets	4.2
Right-of-use assets	4.3

4.1 Property, plant and equipment

Year ended 30 June 2026

1 July 2025

Gross carrying amount

Accumulated depreciation

Carrying amount at start of period

Additions

Disposals

Depreciation

Carrying amount at end of period

Gross carrying amount

Accumulated depreciation

Accumulated impairment loss

	Computing equipment	Furniture, fittings and equipment	Total
	161,929	268,564	430,493
	(159,262)	(250,808)	(410,070)
	2,667	17,756	20,423
	249,806	-	249,806
	-	-	-
	(13,762)	(17,756)	(31,518)
	238,711	-	238,711
	390,142	268,564	658,706
	(151,431)	(268,564)	(419,995)
	-	-	-

Notes to the financial statements

for the year ended 30 June 2026

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

Subsequent to initial recognition of an asset, the historical cost model is used for the measurement of all items of furniture, plant and equipment where they are stated at historical cost less accumulated depreciation and accumulated impairment losses.

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.

Depreciation is 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.

Class of Asset	Useful life
Computing equipment	3 to 5 years
Furniture, fittings and equipment	5 years

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

Impairment

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

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

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

Notes to the financial statements for the year ended 30 June 2026

4.2 Intangible assets

Year ended 30 June 2026

1 July 2025

	Computing software	Website development	Work in progress	Total
Gross carrying amount	349,225	6,750	-	355,975
Accumulated depreciation	(349,225)	(6,750)	-	(355,975)
Carrying amount at start of period	-	-	-	-
Carrying amount at end of period	-	-	-	-

Initial recognition

Intangible assets are initially recognised at cost. For assets acquired at significantly less than fair value, the cost is their fair value at the date of acquisition. Acquired and internally generated intangible assets costing \$5,000 or more that comply with the recognition criteria of AASB 138 Intangible Assets (as noted above) are capitalised.

Costs incurred below these thresholds are immediately expensed directly to the Statement of Comprehensive Income.

An internally generated intangible asset arising from development (or from the development phase of an internal project) is recognised if, and only if, all of the following are demonstrated:

- (a) the technical feasibility of completing the intangible asset so that it will be available for use or sale;
- (b) an intention to complete the intangible asset, and use or sell it;
- (c) the ability to use or sell the intangible asset;
- (d) the intangible asset will generate probable future economic benefit;
- (e) the availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset; and
- (f) the ability to measure reliably the expenditure attributable to the intangible asset during its development.

Costs incurred in the research phase of a project are immediately expensed.

Subsequent measurement

The cost model is applied for subsequent measurement of intangible assets, requiring the asset to be carried at cost less any accumulated amortisation and accumulated impairment losses.

Notes to the financial statements

for the year ended 30 June 2026

Useful lives

Amortisation of finite life intangible assets is calculated on a straight-line basis at rates that allocate the asset's value over its estimated useful life. All intangible assets controlled by the Corporation have a finite useful life and zero residual value. Estimated useful lives are reviewed annually.

The estimated useful lives for each class of intangible asset are:

Class of Asset	Useful life
Computing software ^(a)	3 to 4 years
Website development costs	5 years

^(a) Software that is not integral to the operation of any related hardware.

Impairment of intangible assets

Intangible assets with indefinite useful lives are tested for impairment annually or when an indication of impairment is identified. As at 30 June 2026 there were no indications of impairment to intangible assets. The policy in connection with testing for impairment is outlined in note 4.1.

4.3 Right-of-use assets

Year ended 30 June 2026

	Motor vehicles	Total
Carry amount at beginning of period	58,679	58,679
Additions	77,920	77,920
Disposals	(48,542)	(48,542)
Depreciation	(17,034)	(17,034)
Net carrying amount at end of period	71,023	71,023

The Corporation has leases for vehicles. The lease contracts are typically made for fixed periods of 4-6 years. The Corporation has also entered into a Memorandum of Understanding Agreements with the Department of Housing and Works for the leasing of office accommodation. The accommodation lease is not recognised under AASB 16 because of substitution rights held by the Department of Housing and Works and are accounted for as an expense as incurred.

Notes to the financial statements for the year ended 30 June 2026

Initial recognition

At the commencement date of the lease, the Corporation recognises right-of-use assets and a corresponding lease liability for most leases. 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.

The Corporation has elected not to recognise right-of-use assets and lease liabilities for short-term leases (with a lease term of 12 months or less) and low value leases (with an underlying value of \$5,000 or less). Lease payments associated with these leases are expensed over a straight-line basis over the lease term.

Subsequent measurement

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

Depreciation and impairment of right-of-use assets

Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the underlying assets. If ownership of the leased asset transfers to the Corporation 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. The policy in connection with testing for impairment is outlined in note 4.1.

5. OTHER ASSETS AND LIABILITIES

This section sets out those assets and liabilities that arose from the Corporation'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
Other assets	5.3
Payables	5.4
Contract liabilities	5.5

Notes to the financial statements for the year ended 30 June 2026

5.1 Receivables

Current

	2026	2025
Trade receivables	65,897	2,640
GST receivable	340,484	256,374
Other debtors	192,142	93,205
Accrued income	1,120	2,164
Total current receivables at end of period	599,643	354,383

Trade receivables are initially recognised at their transaction price or, for those receivables that contain a significant financing component, at fair value. The Corporation holds the receivables with the objective to collect the contractual cash flows and therefore subsequently measured at amortised cost using the effective interest method, less an allowance for impairment.

The Corporation recognises a loss allowance for expected credit losses (ECLs) on a receivable not held at fair value through profit or loss. The ECLs based on the difference between the contractual cash flows and the cash flows that the entity expects to receive, discounted at the original effective interest rate. Individual receivables are written off when the Corporation has no reasonable expectations of recovering the contractual cash flows.

For trade receivables, the Corporation recognises an allowance for ECLs measured at the lifetime expected credit losses at each reporting date. The Corporation has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment. In 2025-26 there was no amount of ECLs expensed in this reporting period (2024-25 - nil).

5.2 Amounts receivable for services (Holding Account)

	2026	2025
Current	-	40,000
Non-current	1,586,000	1,385,000
Total amounts receivable for services at end of period	1,586,000	1,425,000

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.

The amounts receivable for services are financial assets at amortised cost, and are not considered impaired (i.e. there is no expected credit loss of the holding accounts).

Notes to the financial statements for the year ended 30 June 2026

5.3 Other assets

Current

Prepayments

Total current

Non-current

Prepayments

Total non-current

Total other assets at end of period

Prepayments represent payments in advance of receipt of goods or services or that part of expenditure made in one accounting period covering a term extending beyond that period.

5.4 Payables

Current

Accrued expenses

Accrued salaries

Other payables

Total payables at end of period

Payables are recognised at the amounts payable when the Corporation 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 for the Corporation is generally within 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 Corporation considers the carrying amount of accrued salaries to be equivalent to its fair value.

5.5 Contract liabilities

Current

Business migration visa fees

Total current contract liabilities at end of period

2026 2025

769,951	758,065
769,951	758,065

222,419	41,588
222,419	41,588

992,370	799,653
----------------	----------------

2026 2025

354,883	216,838
301,960	310,494
59,923	19,637
716,766	546,969

2026 2025

750	8,250
750	8,250

Notes to the financial statements for the year ended 30 June 2026

6. FINANCING

This section sets out the material balances and disclosures associated with the financing and cashflows of the Corporation.

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

6.1 Lease liabilities

	2026	2025
Not later than one year	13,084	18,853
Later than one year and not later than five years	56,122	41,723
Later than five years	3,002	-
	72,208	60,576
Current	13,084	18,853
Non Current	59,124	41,723
	72,208	60,576

At the commencement date of the lease, the Corporation 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 Corporation uses the incremental borrowing rate provided by Western Australia Treasury Corporation.

Lease payments included by the Corporation 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 Corporation exercising an option to terminate the lease; and
- periods covered by extension or termination options are only included in the lease term by the Corporation if the lease is reasonably certain to be extended (or not terminated).

Notes to the financial statements

for the year ended 30 June 2026

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.

Variable lease payments, not included in the measurement of lease liability, that are dependent on sales, an index or a rate are recognised by the Corporation in profit or loss in the period in which the condition that triggers those payment occurs.

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 4.3.

	2026	2025
Lease expenses recognised in the Statement of Comprehensive Income		
Lease interest expense	4,753	2,212
Short-term leases	980	302
6.2 Finance costs		
Interest expense		
Interest expense on lease liabilities	4,753	2,212
Total finance costs expensed	4,753	2,212
Finance costs reflect the interest component of lease liability repayments.		
6.3 Cash and cash equivalents		
Cash and cash equivalents	9,919,046	6,899,771
Restricted cash and cash equivalents	294,701	561,867
Balance at end of period	10,213,747	7,461,638
Restricted cash and cash equivalents		
Current		
Digital Capability Fund - Service WA for Business ^(a)	-	242,374
Digital Capability Fund - Service Delivery Platform ^(a)	-	21,933
	-	264,307
Non-Current		
27th Pay - internally restricted balance ^(b)	294,701	297,560

Notes to the financial statements

for the year ended 30 June 2026

6.3 Cash and cash equivalents (continued)

^(a) Unspent monies in relation to ServiceWA for Business Roadmap project and unspent monies in relation to Service Delivery Platform Upgrade project. These projects are funded through the Digital Capability Fund, the purpose of the Fund is to support digital transformation across the WA Government and provide capacity to upgrade legacy ICT systems that present significant risk to service delivery.

^(b) Funds internally restricted for the purpose of meeting the 27th pay in a reporting period that generally occurs every 11th year. This account is classified as non-current except for the year before the 27th pay year.

For the purpose of the Statement of cash flows, cash and cash equivalent (including restricted cash and cash equivalents) 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

The Corporation has no capital commitments at 30 June 2026 (2024-25 - nil).

7. FINANCIAL INSTRUMENTS

This section sets out the material balances and disclosures associated with the financing and cashflows of the Corporation.

	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	2025
Financial assets		
Cash and cash equivalents	9,919,046	6,899,771
Restricted Cash and cash equivalents	294,701	561,867
Financial assets at amortised cost ^(a)	1,845,159	1,523,009
Total financial assets	12,058,906	8,984,647

Notes to the financial statements for the year ended 30 June 2026

7.1 Financial instruments (continued)

	2026	2025
Financial liabilities		
Financial liabilities at amortised cost ^(b)	788,974	607,545
Total financial liability	788,974	607,545

^(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 contingent 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.

No contingent assets and contingent liabilities exist as at 30 June 2026 (2024-25 - nil).

8. OTHER DISCLOSURES

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

	Notes
Events occurring after the end of the reporting period	8.1
Key management personnel	8.2
Related party transactions	8.3
Related and affiliated bodies	8.4
Remuneration of auditors	8.5
Supplementary financial information	8.6

8.1 Events occurring after the end of the reporting period

The Corporation is not aware of any events occurring after the reporting date that have a material financial effect on the financial statements prior to the date they are authorised to be issued.

Notes to the financial statements

for the year ended 30 June 2026

8.2 Key management personnel

The Corporation has determined key management personnel to include cabinet ministers, members of the accountable authority and senior officers of the Corporation. Senior officers of the Corporation comprise the Senior Leadership Team and Executive Leadership Team. The Corporation 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 Corporation for the reporting period are presented in the following bands:

Members of the accountable authority

Compensation bands \$	2026	2025
0 - 10,000	1	2
10,001 - 20,000	-	-
20,001 - 30,000	5	-
30,001 - 40,000	1	-
40,001 - 50,000	-	6
50,001 - 60,000	1	-
60,001 - 70,000	-	1
Total number of members of the accountable authority	8	9

Senior officers

Compensation bands \$		
0 - 50,000	1	1
50,001 - 100,000	2	1
100,001 - 150,000	-	1
150,001 - 200,000	3	6
200,001 - 250,000	4	3
250,001 - 300,000	1	1
300,001 - 350,000	-	-
350,001 - 400,000	1	-
Total number of senior officer	12	13
Total compensation of key management personnel	2,474,998	2,630,665

Notes to the financial statements for the year ended 30 June 2026

8.3 Related party transactions

The Corporation is a wholly-owned public sector entity that is controlled by the State of Western Australia.

Related parties of the Corporation include:

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

Material transactions with other related parties

Outside of normal citizen type transactions with the Corporation, 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 and affiliated bodies

The Corporation has no related or affiliated bodies.

8.5 Remuneration of auditors

Remuneration paid or payable to the Auditor General in respect of the audit for the current reporting period is as follows:

	2026	2025
Auditing the accounts, financial statements, controls, and key performance indicators	30,500	29,430
	30,500	29,430

8.6 Supplementary financial information

(a) Write Offs

During the reporting period, nil (2025: nil) was written off the Corporation's books.

(b) Losses through theft, defaults and other causes

Losses of public money and public and other property through theft or default

-	-
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(c) Forgiveness of debts

Forgiveness (or waiver) of debts by the Corporation

-	-
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(d) Gifts of Public Property

Gifts of public property provided by the Corporation

-	-
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9. EXPLANATORY STATEMENTS

This section explains variations in the financial performance of the Corporation

Notes

Explanatory statement for controlled operations

9.1

9.1 Explanatory statement for controlled operations

This explanatory section explains variations in the financial performance of the Corporation undertaking transactions under its own control, as represented by the primary financial statements.

All variances between annual estimates (original budget) and actual results for 2026, and between the actual results for 2026 and 2025 are shown below. Narratives are provided for major variances* which are more than 10% of the comparative and which are more than 1% of the following (as appropriate):

1) Estimate and actual results for the current year:

- Total Cost of Services of the annual estimates for the Statement of comprehensive income and Statement of cash flows (i.e. 1% of \$20,980,000), and
- Total Assets of the annual estimates for the Statement of financial position (i.e. 1% of \$7,373,000).

2) Actual results between the current year and the previous year:

- Total Cost of Services of the previous year for the Statements of comprehensive income and Statement of cash flows (i.e. 1% of \$18,141,997); and
- Total Assets of the previous year for the Statement of financial position (i.e. 1% of \$10,119,776).

*For disclosure purposes, the definition of a major variance excludes variances relating to cash assets, receivables, payables, contributed equity and accumulated surplus. Accordingly, variance explanations have not been provided for these items. Statement of Cash Flow variances have also not been separately explained where the underlying movement is substantially explained elsewhere in the explanatory statement.

Notes to the financial statements

for the year ended 30 June 2026

9.1.1 Statement of Comprehensive Income Variances

	Variance note	Estimate 2026	Actual 2026	Actual 2025	Variance between actual and estimate	Variance between actual results for 2026 and 2025
Expenses						
Employee benefits expenses	1	10,521,000	9,459,475	10,066,205	(1,061,525)	(606,730)
Supplies and services	2, A	6,915,000	5,717,884	4,813,434	(1,197,116)	904,450
Depreciation and amortisation expenses		45,000	48,552	75,533	3,552	(26,981)
Accommodation expenses		1,545,000	1,406,135	1,462,527	(138,865)	(56,392)
Finance costs		3,000	4,753	2,212	1,753	2,541
Grants and subsidies	3, B	1,074,000	169,979	879,325	(904,021)	(709,346)
Other expenses		877,000	850,349	842,761	(26,651)	7,588
Total cost of services		20,980,000	17,657,127	18,141,997	(3,322,873)	(484,870)
Income						
User charges and fees		112,000	150,922	166,942	38,922	(16,020)
Interest income	4	30,000	434,998	325,845	404,998	109,153
Other income		8,000	12,716	16,775	4,716	(4,059)
Gains on disposal of non-current assets		-	2,242	-	2,242	2,242
Total income		150,000	600,878	509,562	450,878	91,316
NET COST OF SERVICES		20,830,000	17,056,249	17,632,435	(3,773,751)	(576,186)
Income from State Government						
Service appropriation		19,475,000	19,475,000	17,776,000	-	1,699,000
Income from other public sector entities	C	860,000	899,950	199,612	39,950	700,338
Resources received		130,000	64,884	109,643	(65,116)	(44,759)
Total Income from State Government		20,465,000	20,439,834	18,085,255	(25,166)	2,354,579
Surplus for the period		(365,000)	3,383,585	452,820	3,748,585	2,930,765
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD		(365,000)	3,383,585	452,820	3,748,585	2,930,765

Notes to the financial statements

for the year ended 30 June 2026

9.1.2 Statement of Financial Position Variances

	Variance note	Estimate 2026	Actual 2026	Actual 2025	Variance between actual and estimate	Variance between actual results for 2026 and 2025
ASSETS						
Current Assets						
Cash and cash equivalents		4,032,000	9,919,046	6,899,771	5,887,046	3,019,275
Restricted cash and cash equivalents		306,000	-	264,307	(306,000)	(264,307)
Receivables		365,000	599,643	354,383	234,643	245,260
Amounts receivable for services		120,000	-	40,000	(120,000)	(40,000)
Other current assets	5	668,000	769,951	758,065	101,951	11,886
Total Current Assets		5,491,000	11,288,640	8,316,526	5,797,640	2,972,114
Non-Current Assets						
Restricted cash and cash equivalents		226,000	294,701	297,560	68,701	(2,859)
Amounts receivable for services		1,466,000	1,586,000	1,385,000	120,000	201,000
Property, plant and equipment	6, D	31,000	238,711	20,423	207,711	218,288
Intangible assets		-	-	-	-	-
Right-of-use assets		47,000	71,023	58,679	24,023	12,344
Other non-current assets	5, E	112,000	222,419	41,588	110,419	180,831
Total Non-Current Assets		1,882,000	2,412,854	1,803,250	530,854	609,604
TOTAL ASSETS		7,373,000	13,701,494	10,119,776	6,328,494	3,581,718

Notes to the financial statements

for the year ended 30 June 2026

9.1.2 Statement of Financial Position (continued)

	Variance note	Estimate 2026	Actual 2026	Actual 2025	Variance between actual and estimate	Variance between actual results for 2026 and 2025
LIABILITIES						
Current Liabilities						
Payables		505,000	716,766	546,969	211,766	169,797
Lease liabilities		16,000	13,084	18,853	(2,916)	(5,769)
Contract liabilities		19,000	750	8,250	(18,250)	(7,500)
Employee related provisions		1,996,000	2,150,457	2,048,648	154,457	101,809
Total Current Liabilities		2,536,000	2,881,057	2,622,720	345,057	258,337
Non-Current Liabilities						
Lease liabilities		34,000	59,124	41,723	25,124	17,401
Employee related provisions		327,000	277,973	379,151	(49,027)	(101,178)
Total Non-Current Liabilities		361,000	337,097	420,874	(23,903)	(83,777)
TOTAL LIABILITIES		2,897,000	3,218,154	3,043,594	321,154	174,560
NET ASSETS		4,476,000	10,483,340	7,076,182	6,007,340	3,407,158
EQUITY						
Contributed equity		3,710,000	3,469,458	3,445,885	(240,542)	23,573
Accumulated surplus		766,000	7,013,882	3,630,297	6,247,882	3,383,585
TOTAL EQUITY		4,476,000	10,483,340	7,076,182	6,007,340	3,407,158

Notes to the financial statements

for the year ended 30 June 2026

9.1.3 Statement of Cash Flow Variances

	Variance note	Estimate 2026	Actual 2026	Actual 2025	Variance between actual and estimate	Variance between actual results for 2026 and 2025
CASH FLOWS FROM STATE GOVERNMENT						
Service appropriation		19,274,000	19,274,000	17,599,000	-	1,675,000
Capital appropriation		-	-	60,000	-	(60,000)
Holding account drawdowns		40,000	40,000	75,000	-	(35,000)
Funds from other public sector agencies		860,000	860,000	182,316	-	677,684
Digital Capability Fund	F	265,000	265,000	1,019,000	-	(754,000)
Net cash provided by State Government		20,439,000	20,439,000	18,935,316	-	1,503,684
Utilised as follows:						
CASH FLOWS FROM OPERATING ACTIVITIES						
Payments						
Employee payments		(10,649,000)	(9,546,822)	(9,815,489)	1,102,178	268,667
Supplies and services		(7,043,000)	(5,699,794)	(4,800,981)	1,343,206	(898,813)
Finance costs		(3,000)	(4,753)	(2,072)	(1,753)	(2,681)
Accommodation payments		(1,448,000)	(1,409,801)	(1,363,039)	38,199	(46,762)
Grant payments		(1,074,000)	(1,161,579)	(879,325)	912,421	717,746
Other payments		(567,000)	(822,675)	(857,310)	(255,675)	34,635
GST payments on purchases	7	-	(810,596)	(651,011)	(810,596)	(159,585)
		(20,784,000)	(18,456,020)	(18,369,227)	2,327,980	(86,793)
Receipts						
User charges and fees		112,000	144,729	175,506	32,729	(30,777)
Interest received		30,000	391,934	300,325	361,934	91,609
GST receipts on sales		-	12,014	19,123	12,014	(7,109)
GST receipts from taxation authority	7	-	714,473	649,881	714,473	64,592
Other receipts		8,000	12,716	14,375	4,716	(1,659)
		150,000	1,275,866	1,159,210	1,125,866	116,656
Net cash provided by/(used in) operating activities		(20,634,000)	(17,180,154)	(17,210,017)	3,453,846	29,863

Notes to the financial statements

for the year ended 30 June 2026

9.1.3 Statement of Cash Flow Variances

	Variance note	Estimate 2026	Actual 2026	Actual 2025	Variance between actual and estimate	Variance between actual results for 2026 and 2025
CASH FLOWS FROM INVESTING ACTIVITIES						
Payments						
Purchase of non-current assets		(40,000)	(249,806)	-	(209,806)	(249,806)
Net cash used in investing activities		(40,000)	(249,806)	-	(209,806)	(249,806)
CASH FLOWS FROM FINANCING ACTIVITIES						
Payments						
Principal lease payments		(15,000)	(15,504)	(15,051)	(504)	(453)
Unspent ServiceVWA for Business						
Roadmap funding distributed to owner	8,G	-	(241,427)	-	(241,427)	(241,427)
Net cash provided by used in investing activities		(15,000)	(256,931)	(15,051)	(241,931)	(241,880)
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS						
		(250,000)	2,752,109	1,710,248	3,002,109	1,041,861
Cash and cash equivalents at the beginning of period		4,814,000	7,461,638	5,751,390	2,647,638	1,710,248
CASH AND CASH EQUIVALENTS AT THE END OF PERIOD						
		4,564,000	10,213,747	7,461,638	5,649,747	2,752,109

Notes to the financial statements

for the year ended 30 June 2026

9.1 Explanatory Statement (continued)

Explanation of Major Variances

Variance between 2025-26 actual and estimate

1. Employee benefits expense is lower than estimated in 2025-26, primarily due to temporary vacancies across the Corporation during the period. In addition, the Corporation supported a number of staff members undertaking external secondments, with these positions not being fully backfilled. Where backfilling occurred, this was managed in some instances through the engagement of temporary contractors, resulting in lower salary and associated employee benefit costs than budgeted.
2. Supplies and services expense is lower than estimated in 2025-26, primarily due to longer than anticipated lead times in procuring service delivery partners to commence the development of training materials and delivery of workshops for the Climate Ready Program. As a result, workshop commenced in March 2026.
3. Grants and subsidies expense is lower than estimated in 2025-26 due to the timing of Small Business Growth grant voucher redemptions. As grant recipients have up to six months to redeem their vouchers, a portion of grant expenditure will be recognised in subsequent reporting periods.
4. Interest income was higher than estimated in 2025-26 due to favourable market interest rates and a higher-than-expected average cash balance maintained throughout the year.
5. Other (current and non-current) assets are higher than estimated in 2025-26 due to the prepayment of software and application licences with extended licensing periods, resulting in higher prepaid assets at year end.
6. Property, plant and equipment is higher than estimated in 2025-26 due to the replacement of the Corporation's data centre infrastructure during the year. The planned replacement was not confirmed until after the original budget was finalised and was subsequently approved through the Government's normal budget process as part of the 2025-26 Mid-Year Review. As a result, this capital investment was not included in the original budget estimates and contributed to a higher closing asset balance than anticipated.
7. GST receipts from the taxation authority and GST paid on purchases were both higher than budgeted. For budgeting simplicity, these amounts are excluded from the Corporation's budget as they largely offset each other.
8. Distributions to owners are higher than budgeted as it relates to a one-off return of unspent funds associated with the ServiceWA for Business Roadmap project. This item was not included in the Corporation's budget due to its non-recurring nature and reflects the completion of the Corporation's involvement in the project on 30 June 2025

Variance between actual results for 2026 and 2025

- A. Supplies and services expenditure has increased in 2025-26 compared to 2024-25, primarily due to the engagement of temporary personnel to support workforce requirements associated with vacant positions, where required, and increased expenditure associated with the Small Business Friendly Approvals - State Government Program as delivery activity progresses.
- B. Grants and subsidies expenditure decreased in 2025-26 compared to 2024-25, primarily due to a reduction in the grant expenditure associated with Small Business Electricity Credit (Embedded Networks) program. The grant amount per approved applicant reduced from \$725 in 2024-25 to \$150 in 2025-26. This change reflected a decision made through State and Commonwealth Government processes and was not determined by the Corporation.

Notes to the financial statements

for the year ended 30 June 2026

9.1 Explanatory Statement (continued)

- C. Income from other public sector entities is higher in 2025-26 compared to the prior year due to the commencement of the Climate Ready program during the current year. In 2025-26 funding of \$860,000 was provided by Department of Energy and Economic Diversification through a letter of agreement with the Corporation to support delivery of the program. Climate Ready is a new initiative in 2025-26 (continuing into 2026-27), with no comparable program or associated income recognised in the prior year. Significant preparatory work was undertaken ahead of training delivery commencing in March 2026.
- D. Property, plant and equipment is higher in 2025-26 compared to 2024-25 primarily due to the replacement of the Corporation's data centre infrastructure during the year. Further information relating to the data centre infrastructure replacement is included in variance note 6.
- E. Other non-current assets are higher in 2025-26 compared to 2024-25 due to the prepayment of the Corporation's Microsoft Enterprise Agreement for a three-year licensing period commencing from 1 June 2026.
- F. Receipts from the Digital Capability Fund (DCF) are lower in 2025-26 compared to 2024-25, reflecting the conclusion of the Corporation's involvement in the ServiceWA for Business Roadmap project, which was funded through the DCF. Additionally the Corporation received funding of \$531,000 in 2024-25 to support for the implementation of our new Service Delivery Platform system along with associated licensing costs; in 2025-26, DCF funding was limited to licensing costs.
- G. The 2025-26 actual is higher than the prior year due to the one-off distribution of unspent ServiceWA for Business Roadmap project funds following the conclusion of the Corporation's involvement on 30 June 2025. Refer to variance note 8 for further details.



GLOSSARY

AI – Artificial intelligence.

ASEAN – Association of Southeast Asian Nations.

ATO – Australian Taxation Office.

Business Advisory Services – Provides free, confidential business advice to both aspiring and existing small business owners.

Business Investigations & Dispute Services – Responsible for Investigations and Inquiries, and Dispute Resolution Services.

Business Skills Development – Delivers practical and affordable workshops designed to help business owners develop essential skills.

CaLD – Culturally and Linguistically Diverse.

CAPSME – Climate Adaptation Program for Small to Medium Enterprises.

Commissioner – The person appointed as the Small Business Commissioner in Western Australia.

Commissioner's Office – Provides executive level administrative support to

the SBDC Board and the Small Business Commissioner and manages Ministerial and Parliamentary liaison processes and relationships for the Corporation.

Corporation – The Small Business Development Corporation.

CT Act – *Commercial Tenancy (Retail Shops) Agreements Act 1985*

CRM – Customer Relationship Management system.

DAIP – Disability Access and Inclusion Plan.

DEED – Department of Energy and Economic Diversification.

D&I – Diversity & Inclusion.

DHA – Department of Home Affairs.
Dispute Resolution Services (DRS) - Provides individual case management support, and access to a subsidised mediation service to assist small businesses.

DTF – Department of Treasury and Finance.

HSC – Health and Safety Committee.

ISWG – Industry Support Working Group.

KPI – Key Performance Indicator.

LGIRS – Local Government, Industry Regulation and Safety.

Mediation – A confidential mediation conference administered by the SBDC involving parties to a dispute, who work with an impartial third-party mediator nominated by the SBDC to resolve the dispute and reach agreement.

NIV – National Innovation Visa.

NPS – Net Promoter Score.

OBM – Outcome Based Management.

Policy and Advocacy – Supports the Commissioner in providing independent, impartial advice to ensure the small business voice is heard and considered by governments at all levels.

PRIS – *Privacy and Responsible Information Sharing Act 2024*

RAP – Reconciliation Action Plan.

SAT – State Administrative Tribunal.

SBDC – Small Business Development Corporation.

SBDC Act – *Small Business Development Corporation Act 1983*

SBDC Regional – Provides free, high quality business advisory support to small business operators across regional Western Australia.

SDP – Service Delivery Platform.

SEGRA – Sustainable Economic Growth for Regional Australia.

Small business – The Small Business Commissioner considers a small business to be any business that a reasonable person would consider to be small regardless of structure, turnover or number of employees (generally equivalent to fewer than 20 full-time equivalent employees).

SME – Small to Medium Enterprise.
Strategy, Marketing and Communications – Leads strategic planning, marketing, and stakeholder engagement to enhance the SBDC's visibility and impact.

WA – Western Australia.

WAMPF – Australian Multicultural Policy Framework.

WHS – Work Health Safety.





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