



# Peel Development Commission

# ANNUAL REPORT 2015-16



# ABOUT THIS ANNUAL REPORT

**Welcome to our Annual Report that presents clear and concise information on the operational, financial and service performance of Peel Development Commission for the 2015 to 2016 financial year.**

This report provides information about the services delivered to the Peel region of Western Australia over the past 12 months. It highlights the achievements of the Commission and sets out how we are addressing the challenges and opportunities that face us now and in the future.

In line with State Government requirements, *Peel Development Commission's Annual Report* is published in an electronic format, with limited use of graphics and illustrations to help minimise download times.

This Annual Report is available in alternative formats upon request.

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September 2016

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# STATEMENT OF COMPLIANCE

## **The Hon Terry Redman MLA**

Minister for Regional Development; Lands;  
Minister Assisting the Minister for State Development

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In accordance with Section 61 of the *Financial Management Act 2006*, we hereby submit for your information and presentation to Parliament, the Annual Report of the Peel Development Commission for the financial year ended 30 June 2016.

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

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

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

In the financial administration of the Peel Development Commission, we have complied with the requirements of the *Financial Management Act 2006* and every other relevant written law, and exercised controls which provide reasonable assurance that the receipt and expenditure of monies and the acquisition and disposal of public property and incurring of liabilities have been in accordance with legislative provisions.

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

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**Paul Fitzpatrick**  
Chairman  
September 2016

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**Norman Baker**  
Acting Chief Executive Officer  
September 2016

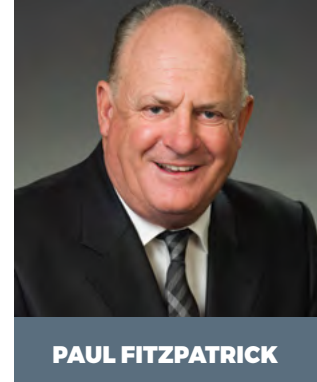




# THE YEAR IN REVIEW

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# CHAIRMAN'S REPORT



**This has been an extremely significant year for the Commission. Not only have many of the projects we have been driving progressed significantly but we have marked two major milestones which will prove transformative in the history of the Peel.**

After two years of research, consultation with over 200 stakeholders and three development phases, the Peel Development Commission released the *Peel Regional Investment Blueprint*, outlining the strategy for the future of the region to 2050.

The Blueprint's vision is for the Peel to be recognised as a progressive, prosperous and dynamic region with a culture of care. By 2050, the Peel is expected to be one of the most highly populated regions outside of Perth with a projected population of 444,000. To support this, we need to build an economy that incorporates many industries, adopts an innovative approach to business and has a skilled and high performing workforce.

The Blueprint has a strong economic focus, underpinned by the view that economic development is the cornerstone of a healthy, balanced and sustainable society.

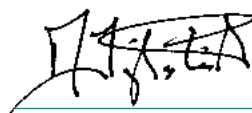
On 4 April 2016, Premier Barnett announced the \$49.3 million Phase 1 activation of the Transform Peel project. Transform Peel comprises three integrated projects: a 28,000 hectare food zone, a 1,000 hectare business park and an integrated water resource solution. Transform Peel is projected to generate 33,000 jobs and more than \$1.8 billion in export earnings over the next three decades, culminating in \$16.2 billion in economic output per year by 2050.

The State Government's initial investment will enable the creation of services for 290 hectares of the business park, research into water initiatives and planning for the food zone. It will be supplemented by private capital investment estimated to be \$2.5 billion by 2050.

Transform Peel will be a true game changer: a hub for employment and innovation providing an integrated approach to building regional resilience. It is an ambitious project – the focus on sustainable food and water supplies for the region differentiates it from anything previously conceived. Along with its vast economic opportunities, the Peel Food Zone and Integrated Water Initiative will provide sustainable food and water supplies for the entire community for generations.

It is my pleasure to welcome Andrew Ward as our new Chief Executive Officer. Mr. Ward joins us in September from his post as Director of Community Services at the City of Karratha.

Finally, my thanks to our highly committed board members, staff and stakeholders, and in particular to Norman Baker who has contributed so much in his Acting CEO role throughout this year of achievements. 



**Paul Fitzpatrick**  
Chairman  
September 2016





# EXECUTIVE SUMMARY



**We have enjoyed working collaboratively with the Peel community to progress a number of strategies and initiatives aimed at developing the region into an even better place to live, work and invest.**

Over the past 12 months, we have overseen Royalties for Regions grants of \$1.5 million for the Regional Grants Scheme and \$500,000 for Community Chest Fund. These grants have boosted our economy and supported small, medium and large projects throughout the Peel. From a community garden in Byford to a social inclusion centre for the aged at Quambie Park, the community are benefiting from Royalties for Regions across the Peel.


We concluded 2015 with the launch of the *Peel Regional Investment Blueprint* at the Sebel Mandurah. With over 120 regional leaders attending, the event was a huge success. More importantly, we were able to convey a shared vision for economic and social prosperity for the Peel out to the year 2050. Following this we completed our Strategic Plan 2016-19. The plan is based on our knowledge of the region's future aspirations, our application of best practice in regional development and our focus on delivering outcomes today that will position the region for a strong future.

In December, we submitted the final business case for the three initiatives that make up the Transform Peel program. Premier Colin Barnett announced the State Government's investment of \$49.3 million into this transformational project at the April 2016 Regional Cabinet held in Mandurah.

This year has seen the Commission engage with and contribute to a broad spectrum of projects, including the Peel Jobs Fair, *Three Summers*, Ben Elton's new movie, and WA's Signature Dish competition.

We also helped to conduct interviews with Yarloop households about the future of the town following the devastating fires in January 2016. This information was essential in identifying options to create a plan for the future of the Yarloop community.

In a new initiative this year we produced a quarterly regional magazine, *Peel Magazine*, designed to communicate and inspire everyone as to why the Peel is such a rich and vibrant place to live and visit. The four issues of the magazine have each focussed on one of the pillars of our Blueprint: Spring '15 *Agriculture & Food Innovation*; Summer '15 *Thriving Industry*; Autumn '16 *Capable People*; Winter '16 *Tourism Excellence*.

In closing, I would like to thank the Peel Development Commission staff, board members and our stakeholders for their extensive contributions over the past year, and their support during my tenure as Acting Chief Executive Officer. I have enjoyed meeting so many proud Peel residents, and I wish you all the best for continued economic growth and prosperity. 

**Norman Baker**  
Acting Chief Executive Officer



# HIGHLIGHTS

*Peel Regional Investment Blueprint* launched at the Sebel Mandurah in December 2015.



The business case for the Transform Peel program was submitted to Cabinet and funding of \$49.3 million for Phase 1 was approved.

Launch of the *Peel Magazine* to promote the region, focusing on the Blueprint themes.

Peel Development Commission Strategic Plan 2016-19 published.

Funding secured to develop the business case for the Murray Regional Equestrian Centre.

Interviews conducted with Yarloop households about the future of the town following the devastating fires in January 2016.

\$1.5 million of Regional Grants Scheme funding awarded to 10 successful applicants.

Royalties for Regions funding secured for the Mandurah Traffic Bridge Replacement.

Support for the Peel Jobs Fair, the WA Film Fund and the WA Signature Dish event.

\$500,000 Peel Community Chest Fund Grants awarded to 20 successful applicants.

Consulted key stakeholders to identify the priorities for the Peel Tourism Economic Development Strategy.

Development of the business case for the Peel Secure Housing and Employment Services project.

Funding secured to develop the business case for the Ravenswood Regional Sports Centre.

Worked with Shire of Murray to develop Murray Regional Equestrian Centre project.



Development of the business case for the Peel Hospitality, Tourism & Events Training Centre.

High levels of customer satisfaction from the 2016 client survey.

Financial reporting improved and strong performance in 2015-16.

Corporate governance arrangements reviewed and strengthened.

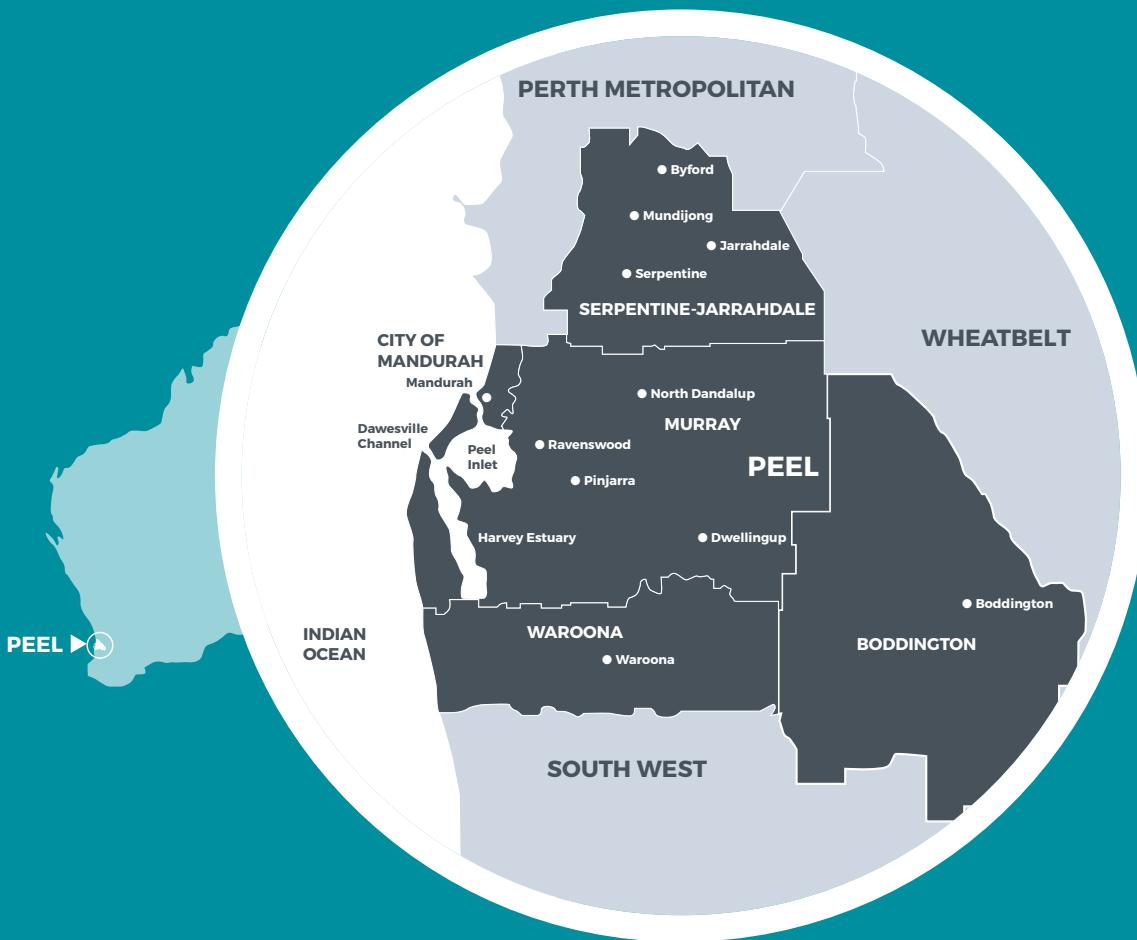




# ABOUT THE PEEL

**Overview of Peel**

**9**



**Figure 1 Peel region**

Source: Peel Development Commission



## Overview of Peel



**The Peel region is located south of Perth. It is bordered by the Indian Ocean in the west, with Jarrah forests and farmlands of the Darling Range leading east to the bordering Wheatbelt region.**

The region covers an area of 5,648 square kilometres, including 137 square kilometres of inland waterways and five local government areas; the City of Mandurah and the Shires of Boddington, Murray, Serpentine-Jarrahdale and Waroona.

### Growing population

The Peel is on a trajectory for strong growth in the first half of the 21st century. It is estimated that by 2050 the population will grow to 444,000<sup>1</sup> and will rival the South West as Western Australia's most populous region outside of Perth. The Peel sits between the Perth metropolitan region and regional Western Australia; as such, it forms a key strategic element of the State's plans for urban growth and economic development.

It is clear from the projections of population growth that a strong and stable economy is needed in the Peel to provide significantly more employment in the future. As the population expands there is increasing pressure to provide more jobs other than those that arise naturally from the larger number of people. Economic and social infrastructure services will also need to be available to a similar standard to those in the metropolitan area.

### Diverse landscape

Peel's landscape is varied and is made up of urban, agricultural and horticultural land, a forested escarpment and 50 kilometres of coastline. The Peel is a popular daytrip destination from Perth and offers a variety of attractions including beautiful beaches and many inland attractions.

<sup>1</sup> *Perth and Peel@3.5million (Western Australian Planning Commission)*






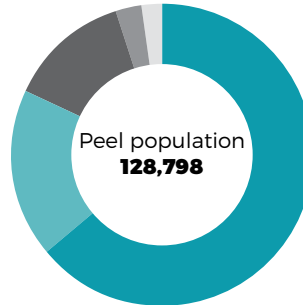
### Strong economy

The Peel's economy is strong and widely varied. It is dominated by mining and the area has large reserves of bauxite, gold and mineral sands as well as two alumina refineries, at Pinjarra and Wagerup. Gold mining is strongest at Boddington, which has Australia's largest producing gold mine. The region is complemented by stable manufacturing and construction service industries, agriculture, tourism and retail trade.

### Our people

Over the last 10 years the Peel has been the fastest growing region in Western Australia, with a population of 128,798<sup>2</sup> and is diverse in terms of geographical distribution and age. Most of the Peel's population is located in the City of Mandurah (64%), followed by the Shires of Serpentine-Jarrahdale (18%), Murray (13%), Waroona (3%) and Boddington (2%) (see Figure 2).

Census data from 2011 shows that 17.6% of the population is aged 65 years and over, compared to the State level of 12.1%. In contrast, the youth population is under-represented in the region at 12.3%, compared to the State level of 13.7%. 




- City of Mandurah **64%**
- Shire of Serpentine-Jarrahdale **18%**
- Shire of Murray **13%**
- Shire of Waroona **3%**
- Shire of Boddington **2%**

**Figure 2 Peel population distribution**

Source: Peel Development Commission

**17.6%**  
of Peel's population  
is aged 65 years & over

**12.3%**  
of Peel's population  
are under 25 



2 ABS ERP 2014





# GOVERNANCE

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## About us

### Who we are

The Peel Development Commission is a statutory authority of the West Australian Government, set up in 1994 under the *Regional Development Commissions Act 1993*. It is one of nine Commissions, each serving a different region of Western Australia.

The Commission is run by a board of management selected from the community, local governments and by Ministerial appointment.

### What we do

Our purpose is to coordinate and promote the economic and social development of the Peel. We work to make Peel an even better place to live, work and invest by partnering with government, communities, business and industry to identify and support projects that benefit the region.

### Enabling legislation

Specific objectives of the Commission, as set out in the *Regional Development Commissions Act 1993*, are to:

- Maximise job creation and improve career opportunities in the region
- Develop and broaden the economic base of the region
- Identify infrastructure services to promote economic and social development
- Provide information and advice to promote business development
- Seek to ensure that the general standard of government services and access to those services in the region is comparable to that which applies in the metropolitan area
- Generally take steps to encourage, promote, facilitate and monitor the economic development of the Peel.

For the purposes of achieving those objects, the Commission:

- Promotes the Peel region
- Works with the private sector, employment organisations, educational bodies and others to support the growth of businesses to increase job opportunities
- Identifies opportunities for investment in the region and encourages that investment
- Identifies infrastructure needs, and encourages the provision of that infrastructure
- Works with the State and Commonwealth governments, local councils and other organisations to promote the equitable delivery of services in the region.

### How we work

To make Peel an even better place to live, work and invest we develop and support initiatives that align with the themes of the *Peel Regional Investment Blueprint*. These are:

- Thriving industry
- Agriculture and food innovation
- Tourism excellence
- Capable people
- Strong and resilient communities

We work in collaboration with other agencies, business, local councils and the community to achieve objectives under each priority area.



# OUR VISION

**The Peel is a progressive, prosperous and dynamic region with a culture of care.**

# OUR PURPOSE

**Connecting communities, the environment and industry to generate innovative solutions and promote sustainable economic and social development.**

# OUR VALUES

We demonstrate our values in the interactions with our communities, stakeholders, partners and co-workers. It is our responsibility to make decisions for the future, not just for today.

**Leadership** – we lead by example through our courage, integrity and a vision that inspires and motivates.

**Collaboration** – collaboration is the primary way in which we operate, working respectfully with each other and our stakeholders.

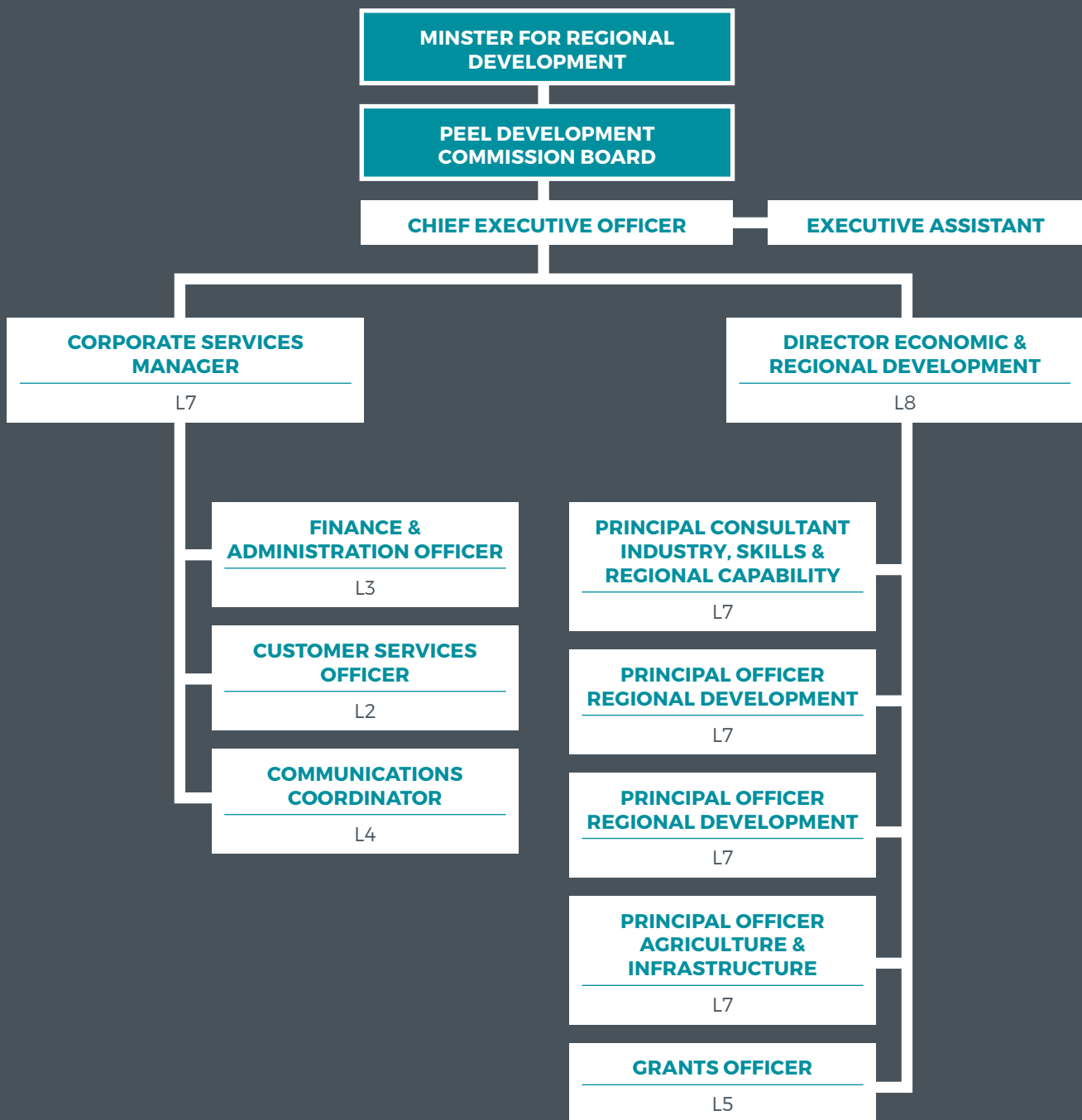
**Integrity** – We act with openness, honesty and integrity.

**Innovation** – we value and learn from the past to build the future, actively seeking opportunities to generate creative and sustainable solutions.



# Organisational structure

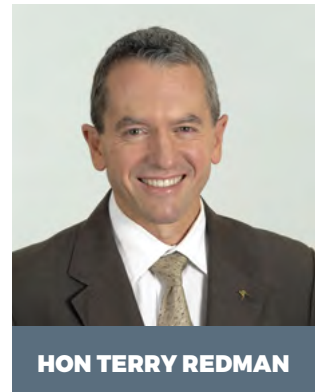
Strong governance and organisational structure assist us in delivering positive outcomes for the region. We are led by the Minister for Regional Development, a board of management and an executive team.





## Our Minister

Peel Development Commission reports to the Hon Terry Redman MLA, Minister for Regional Development; Lands; Minister Assisting the Minister for State Development. The Minister has the power to direct the Commission, either generally or with respect to a particular matter, on the exercise and performance of its powers, functions and duties under the *Regional Development Commissions Act 1993*. The Commission must act on such directions. The Commission provides the regional link between government policy and planning and regional aspirations and needs.



## Our Board

Peel Development Commission is managed by a board of nine appointed regional representatives comprising local government, community and ministerial nominees. The Chief Executive Officer is an ex-officio member of the Board.



### Board profiles

The Board welcomed new members in July 2015 and February 2016 with the following membership being consistent for the period February 2016 to June 2016.

#### Chair

##### Community Representative

Mr Fitzpatrick is a descendant of the early settlers of the Peel region. He is a graduate of the UWA Advanced School of Management Program and the Australian Institute of Company Directors. He co-founded the international award winning 'smart house' technology, the Smart Company of Australia in 1993. In 2001 Mr Fitzpatrick was elected to the Waroona Shire Council, serving 2 of his 7 years as Shire President. During this period he developed 'lifestyle olive farms'. He is currently a member of the Peel Planning Commission.

## Our Board continued



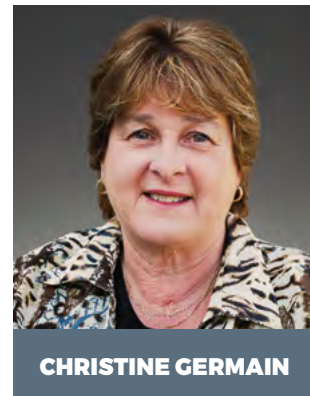
**Deputy Chair**  
Ministerial Representative

Dr Fyfe is Adjunct Professor of Health Sciences at Curtin University. She has lived in Dwellingup since 1995 and has been an active member of the community. Sue is chair of the Forest Heritage Centre and a member of Dwellingup Community Compact. Professionally she has an extensive background as a teacher and research academic in health.



Local Government  
Representative

Cr Erren is currently Shire President of the Shire of Serpentine-Jarrahdale and is an active community member, holding numerous community and governance positions, including President of the Byford and Districts Country Club and Chair of the Board of Mundijong Primary School. John's business career has included various positions as CEO and upper management over a range of industries.



Local Government  
Representative

Cr Germain is a current Council Member and former Shire President of the Shire of Waroona. Christine has been a Justice of the Peace since 1983, has strong links with the equine industry in the region and has had various roles throughout the community.



**MAREE GOOCH**

**Ministerial Representative**

Ms Gooch specialises as a business development consultant and facilitator. Maree has extensive experience in strategy, planning and policy development at an executive level across many industry sectors, including tourism, hospitality, government and primary production. Maree's particular strengths at a board level are in strategy, governance, market analysis, marketing and business development.



**PETER HICK**

**Community Representative**

Dr Hick is a semi-retired CSIRO Environmental Geoscientist who specialised in remote sensing and biophysical research for terrestrial and aquatic environments, with detailed knowledge of the processes and environmental effects of mining and agriculture. Peter's PhD was awarded in marine physics and he has also been a Director of a bio-medical research company since 2000 and a member of the Rottneest Island Board since 2011.

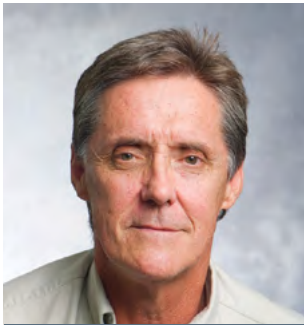


**DAVID NAPOLI**

**Community Representative**

Mr Napoli offers a broad exposure to a range of industries and government. He left CSIRO to join Alcoa in 1980 as part of the team developing the Wagerup Refinery and Willowdale mine, where he worked until joining the Executive of Challenge Bank. David has been a member of a number of committees and has a strong connection with the region since arriving in WA and owning a farm in Dwellingup.

## Our Board continued


**ANDREW TAGGART**

### Ministerial Representative

Professor Andrew Taggart is currently Provost at Murdoch University and is responsible for supporting Murdoch's eight schools, providing a key linkage between academic and professional staff. The Provost also provides senior level support for domestic student recruitment and leads Murdoch's local, regional and national engagement. Professor Taggart previously held the role of Pro Vice Chancellor Engagement at Murdoch.


**MARINA VERGONE**

### Local Government Representative

Ms Vergone is Mayor of the City of Mandurah. A qualified CPA, FIPA and GAICDI, she has extensive small business, financial and governance experience and currently sits on a number of boards and committees across the Peel including Chair of the Peel Regional Leaders Forum. Marina is an Advisory Board Member of the disciplinary tribunal at the national Institute of Public Accountants.


**NORMAN BAKER**

### Chief Executive Officer

Mr Baker is Chief Executive Officer of the Peel Development Commission and is a member of the Board in an ex officio capacity. Norman joined the commission from his post of Managing Director at the Pilbara TAFE and has worked in both the public and private sector, including four years in the United Arab Emirates.

Outgoing members who participated on the Board for the period July to October 2015 included:

- Don Pember

During the reporting period, the Commission's Board met on seven occasions, with meetings held across the region. The following table shows Board Member attendance rates at eligible meetings and term expiry.

Board member	Attendance	Term
Paul Fitzpatrick – Chair	7/7	30/06/2017
Sue Fyfe – Deputy Chair	7/7	30/06/2017
John Erren	7/7	30/06/2017
Christine Germain	4/7	30/06/2017
Maree Gooch	7/7	30/06/2017
Peter Hick	5/7	30/06/2018
David Napoli	7/7	30/06/2018
Andrew Taggart	3/7	30/06/2018
Marina Vergone	2/3	30/06/2018
Norman Baker	7/7	Acting CEO /Ex-officio
Don Pember	1/1	17/10/2015



# Performance management framework

## Relationship to Government goals

The Peel Development Commission's guiding framework is the *Regional Development Commissions Act 1993* and the Government's strategic framework.

The Commission's outcomes align with the government goal of a stronger focus on the regions.

- Greater focus on service delivery, infrastructure investment and economic development to improve the overall quality of life in remote and regional areas.

## Outcomes based management framework

The Commission's performance is documented in a Resource Agreement between the Commission, the Minister for Regional Development and the Treasurer. The Resource Agreement sets out the desired outcomes for the Commission and the key performance indicators that monitor progress in achieving these outcomes. Progress towards government desired outcomes is monitored by key effectiveness indicators. Key efficiency indicators are used to monitor service delivery.

Desired outcome	Effectiveness indicator	Services	Efficiency indicator
The development and promotion of the Peel region.	Client satisfaction with the contribution to the region's economic base.	Facilitation and coordination. Advice and information.	Average cost per unit of service hour.

## Changes to outcome based management framework

The Peel Development Commission's outcome based management framework did not change during the 2015 to 2016 reporting period.

## Shared responsibilities with other agencies

The Resource Agreement specifies the following cross-agency initiatives:

Initiative	Target Result for 2015-16
Southern Investment Initiative	Successful delivery of infrastructure to support the growing region.
Regional Events Program	Successful participation in regional events program contributing to the quality of life in the Peel Region.
Housing for Workers	Successful delivery of infrastructure to support the growing region.

The Peel region includes five local government areas and the Commission works closely with these local authorities to support strategic partnerships and projects that will make the area a better place to live, visit and invest. The Commission also works closely with other government agencies, both State and Commonwealth, and other regional organisations.

## Strategic objectives


Peel Development Commission has undertaken a major review of its objectives over the past 12 months, producing the *Peel Regional Investment Blueprint* in December 2015. The Blueprint was used to produce a new three year strategic plan for the period 2016-19. The new strategic plan follows the key themes of the Blueprint and sets out the objectives and strategies required to achieve its outcomes.

**For 2015-16 the Commission has continued to work to the 2009 to 2014 Strategic Plan. This had five key objectives:**

1. Government decision making takes account of Peel issues.
2. The Peel has an evolving, adaptive and diverse economy with increased job opportunities for all members of the community.
3. Community and economic infrastructure is planned and delivered to meet the needs of current and future generations of Peel.
4. Peel communities are educated, productive, healthy, safe and supported.
5. The Peel environment is better understood and managed.

In order to find out how the Commission's stakeholders rate our performance against these objectives a client survey was carried out in June 2016. An independent market research consultant (*Perth Market Research*) conducted an online survey of 400 clients and stakeholders. Email and telephone follow ups were used to ensure that there were sufficient responses for statistical reliability. 224 surveys were completed representing a variety of sectors; a response rate of 56%.

Participants were asked to score their level of agreement/disagreement with a number of statements about the Commission. An agreement score was calculated based on the percentage of respondents who indicated that they either agreed or strongly agreed with a range of statements covering the Commission's key objectives.

A new set of questions was developed in 2016 to align more closely with the strategic objectives. Whilst this provided more useful information on the Commission's priorities than previous surveys it also means that there is no historical trend data. 



# AGENCY PERFORMANCE

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# Report on operations – desired outcomes

## Development and promotion of the Peel region – effectiveness indicator

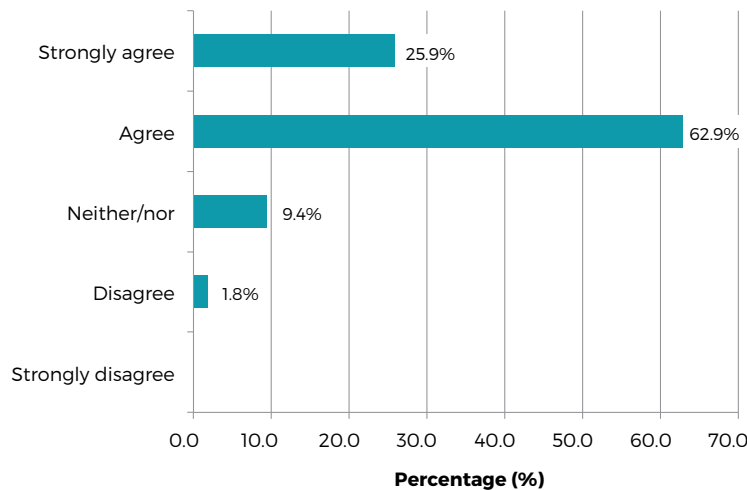
This indicator is measured by the client survey. The survey asked whether respondents agreed with the statement “Peel Development Commission makes a positive contribution to the Peel’s economic base.”

Indicator	2015-16 target	2015-16 actual	Variation
Client satisfaction with the contribution to the region’s economic base	90%	88.8%	N/A

Figure 3 shows the distribution of scores for 2015-16. 88.8% of respondents agreed with the statement (25.9% – strongly agree and 62.9% agree), with only 1.8% of respondents disagreeing. 9.4% of respondents were neutral on the issue.

Demographic breakdowns based on locality and main sector of operations are shown in Figure 4 and Figure 5. The graphs show varied results, although it is noted that Serpentine-Jarrahdale and Boddington show lower statement agreement compared to other localities. The highest result for other localities represents respondents located outside of the Peel region.

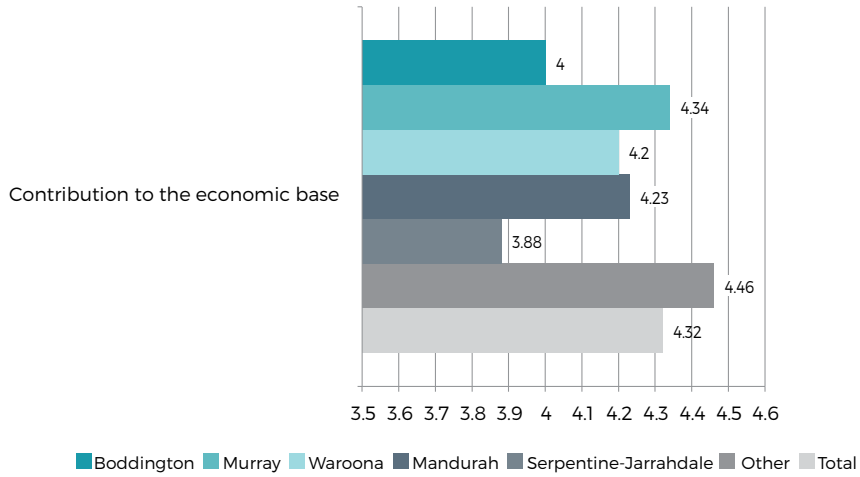
Charities, not for profit organisations and the private sector also show lower statement agreement compared to Government sectors.



**Figure 3 Distribution of respondents scores for 2015-16**

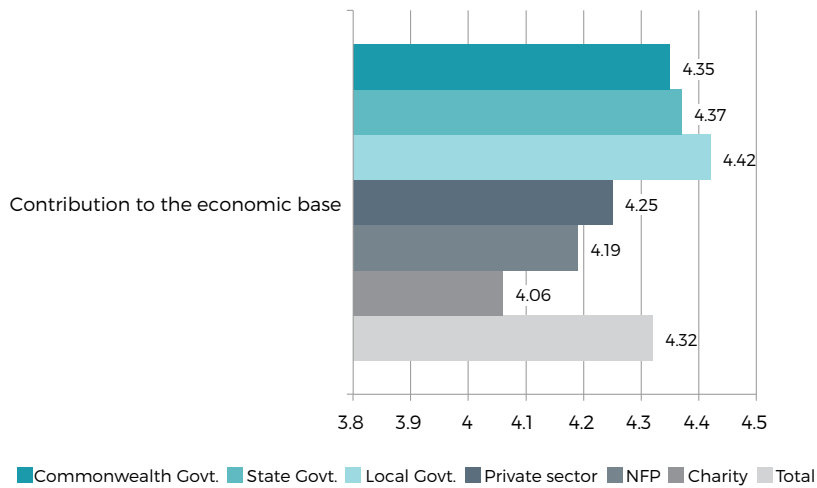
Source: Perth Market Research Client Survey, June 2016





**Figure 4 Distribution by locality**

Source: Perth Market Research Client Survey, June 2016



**Figure 5 Distribution by operational sector**

Source: Perth Market Research Client Survey, June 2016

It should be noted that the results for operational grouping include some response categories with few respondents and therefore the results should be viewed with caution. These graphs should be viewed as only a general indicator of opinions as responses are subject to sizeable sampling error.

It is pleasing to note that the key satisfaction score has increased from the 2015 survey and represents the highest result that the Commission has achieved for this indicator.

Key outcome areas	2013	2014	2015	2016
Client satisfaction with the contribution to the region's economic base	87.0%	85.9%	86.4%	88.8%

## Development and promotion of the Peel region – efficiency indicators

The efficiency indicators measure the cost per hour of each of the Commission's two services.

Indicator	2015-16 Target	2015-16 Actual	Variation
<b>Service 1: Facilitate and coordinate regional development activities</b>			
Average cost per unit of service hour	\$101	\$101	-
<b>Service 2: Provide advice and information on regional development activities or matters</b>			
Average cost per unit of service hour	\$63	\$63	-

Again, it is pleasing to see that the Commission has performed well in controlling its costs and delivering its services.

# Report on operations – strategic objectives

## Overview

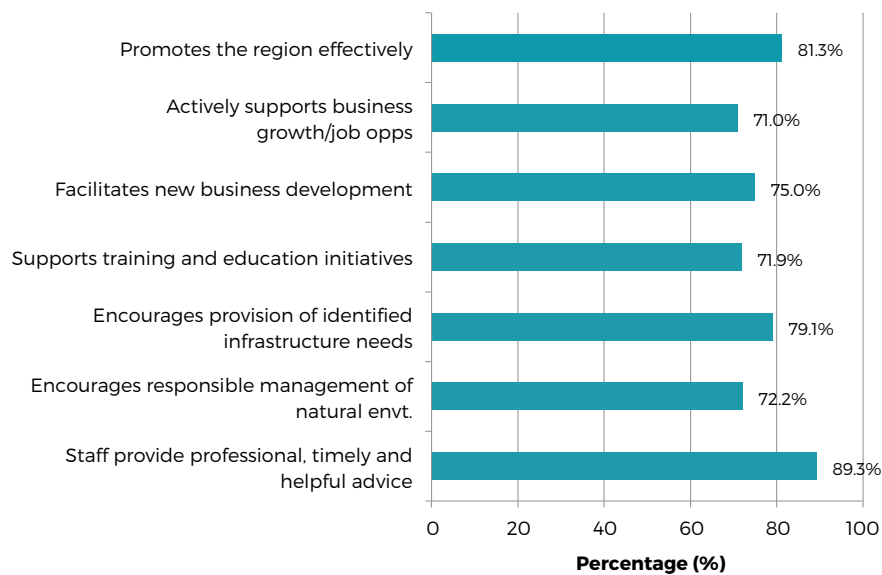
To make Peel an even better place to live, work and invest we develop and support initiatives that align with the themes of the *Peel Regional Investment Blueprint*.

The client survey gave a number of statements that followed our strategic objectives and respondents were asked to indicate their level of agreement with each. The statements were:

- Peel Development Commission promotes the region effectively.
- Peel Development Commission actively supports the growth of businesses to increase job opportunities.
- Peel Development Commission facilitates the development of new businesses.
- Peel Development Commission supports training and education initiatives that will improve employment prospects for Peel residents.
- Peel Development Commission encourages the provision of identified infrastructure needs.
- Peel Development Commission encourages the responsible management of the natural environment.
- Peel Development Commission staff provide professional, timely and helpful advice.

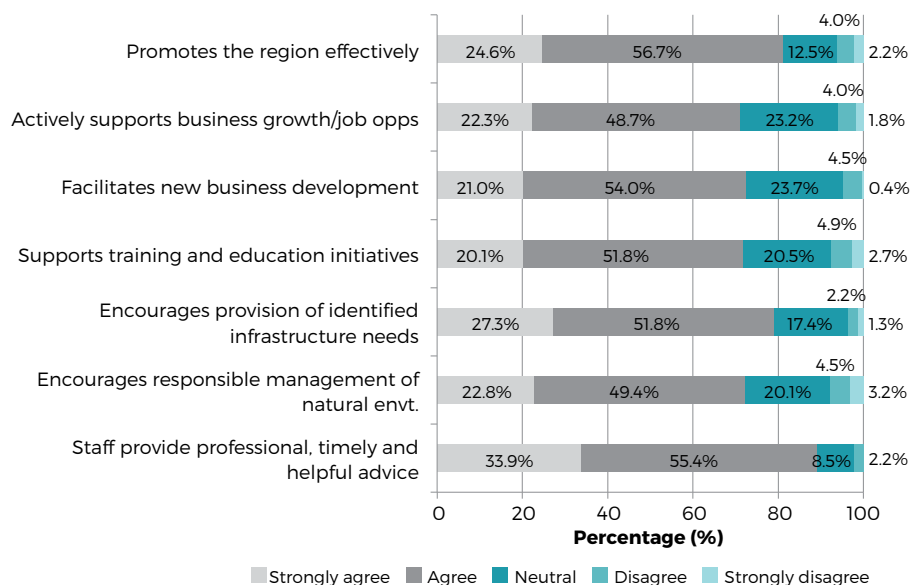
While scores across these areas varied, all are above the mid-range and reflect a positive perception of the Commission across the community. Figure 6 shows the percentage of respondents either agreeing or strongly agreeing with the statements.

The spread of scores across all responses is shown in Figure 7.



**Figure 6 Percentage of respondents agreeing with the statement**

Source: Perth Market Research Client Survey, June 2016



**Figure 7 Respondents level of agreement with each statement**

Source: Perth Market Research Client Survey, June 2016

## Strategic Objective 1

Government decision making takes account of Peel issues

**We aim to be recognised at all levels of government as a strategic, responsible and credible advisor on regional priorities.**

### Client feedback

The client survey asked whether respondents agreed with the statement *“Peel Development Commission promotes the region effectively.”*

The effective promotion of the Peel is a key factor in influencing the State government. The response to the survey showed that 81.3% of respondents agreed with the statement.

Survey statement	2015-16 satisfaction
Peel Development Commission promotes the region effectively	81.3%

Source: Perth Market Research Client Survey June 2016

### Initiatives 2015-16

Strategic advice is provided to government in a number of ways:

- The Peel Development Commission Board Chairman represents the interests of the Peel at meetings of the Regional Development Council and Southern Investment Initiative Advisory Council to ensure that projects for the Peel are prioritised and progressed.
- Guest speakers from relevant government agencies are invited on an as needs basis to present information at Commission Board meetings to gain input on strategies and initiatives.

- In April 2016 a regional Cabinet meeting was held in Mandurah, which provided an opportunity to present information on a number of topics important to the region.
- In October 2015 the Premier, Deputy Premier, the Minister for Regional Development and the local member for Murray-Wellington visited the Commission and were briefed about the Transform Peel project.
- Commission staff represent the interests of the Peel on a number of local committees:
  - Mandurah Enterprise Centre Management Committee
  - Mandurah and Peel Tourism Organisation
  - Peel Community Development Group
  - Department of Premier and Cabinet State Steering Committee, Peel Harvey Estuary Management Committee
  - Peel Homelessness Network
  - Peel Regional Leaders Forum
  - Peel Planners Group
  - Peel Workforce Development Alliance
  - Peel Harvey Catchment Council
  - Peel Sport and Recreation Network



**Project in Focus – Peel Regional Investment Blueprint**

The *Peel Regional Investment Blueprint* was launched on 17 December 2015 at the Sebel Mandurah. With over 120 regional leaders attending, including the Deputy Premier Dr Kim Hames MLA, the Minister for Regional Development Terry Redman MLA and a host of other dignitaries, the event was a huge success. More importantly, the Commission was able to convey a shared vision for economic and social prosperity for the Peel region out to the year 2050. The Minister for Regional Development, Terry Redman MLA, launched the Blueprint with Commission Chairman Paul Fitzpatrick, Deputy Chair Sue Fyfe and Chief Executive Officer Norman Baker.

The event carried a theme celebrating regional wine and produce, arts and culture, and was extremely well received. The Peel Regional Leaders Forum Chair, Mandurah Mayor Marina Vergone, gave strong support for the Blueprint and its strategy, saying that the Blueprint’s focus on Transform Peel was particularly encouraging. Regional Development Australia (RDA) Peel has endorsed the Blueprint as the Strategic Plan for their organisation.

Following two years of research and consultation with more than 200 stakeholders, the document will drive the region’s economic development with collaboration between all levels of government, business and community to make its vision a reality.



**Figure 8 Blueprint Themes and Focus Areas**

<p> <b>THRIVING INDUSTRY</b></p> <hr/> <p><b>1.1</b> New and expanded market opportunities</p> <hr/> <p><b>1.2</b> Integrated network of prosperous regional communities</p>	<p> <b>CAPABLE PEOPLE</b></p> <hr/> <p><b>4.1</b> Boosting productivity</p> <hr/> <p><b>4.2</b> Pathways to employment</p>
<p> <b>AGRICULTURE &amp; FOOD INNOVATION</b></p> <hr/> <p><b>2.1</b> Innovative and sustainable agriculture and food practices</p> <hr/> <p><b>2.2</b> Peri urban food zone</p>	<p> <b>STRONG &amp; RESILIENT COMMUNITIES</b></p> <hr/> <p><b>5.1</b> Secure housing</p> <hr/> <p><b>5.2</b> Age friendly communities</p> <hr/> <p><b>5.3</b> Targeted services</p> <hr/> <p><b>5.4</b> Sport and recreation</p> <hr/> <p><b>5.5</b> Arts and Culture</p>
<p> <b>TOURISM EXCELLENCE</b></p> <hr/> <p><b>3.1</b> Tourism growth through investment</p> <hr/> <p><b>3.2</b> Network of diverse adventures</p>	

## Strategic Objective 2

Peel has an evolving, adaptive and diverse economy with increased job opportunities for all members of the community

**Developing and broadening the economy of the Peel and maximising job creation are key elements in delivering economic growth. Our approach to developing the economy is broad and includes activities such as promoting economic opportunities, facilitating strategic partnerships, developing economic strategies and encouraging emerging industries.**

### Client feedback

The client survey asked whether respondents agreed with the statements:

*“Peel Development Commission actively supports the growth of businesses to increase job opportunities.”*

*“Peel Development Commission facilitates the development of new businesses.”*

Survey statement	2015-16 satisfaction
Peel Development Commission actively supports the growth of businesses to increase job opportunities	71%
Peel Development Commission facilitates the development of new businesses	75%

Source: Perth Market Research Client Survey June 2016

### Initiatives 2015-16

#### Project in focus: Transform Peel

One of our key achievements in 2015-16 has been securing \$49.3 million from the State Government, through the Royalties for Regions Growing Our South Program, to start phase 1 of the Transform Peel program. Transform Peel is a long term development program designed to diversify the region's economy, create jobs and secure better environmental outcomes for the region.

Transform Peel comprises three major projects:

- **Peel Business Park Nambeelup** – a 1000 hectare business park with a focus on food manufacturing and processing, logistics and supporting commercial and light industrial activities;
- **Peel Food Zone** – a 28,000 hectare zone to be planned for intensive food production and related enterprises; and
- **Peel Integrated Water Initiative** – development of alternative water resources and innovative storage and supply systems to support food production, industry and other sectors in the Peel region.

Phase 1 of Transform Peel is about getting the program up and running over the next five years. It involves the activation of the program as follows:

- Establishing governance and management systems for Transform Peel;
- By 2021, developing headworks infrastructure for the Business Park to enable industrial land be brought to the market. This will be accompanied by an investor initiative to attract food manufacturers and processors and ancilliary industries to the park;
- Planning of the Peel Food Zone and preparing for investment in intensive food production. This will be accompanied by a program to support existing producers and an initiative to attract new investment; and
- Developing a proof-of-concept water capture and water storage approach that can be replicated across the Peel region and beyond.

Across all elements and aspects of Transform Peel, there will be a strong emphasis on science, research, technology, innovation and education.

Over the next two years we will work closely with the Western Australian Land Authority (LandCorp), the Department of Agriculture and Food, the Department of Water, the City of Mandurah and the Shire of Murray to drive the project forward.

Transform Peel responds to some very important State priorities, including diversifying the economy and improving the State's competitiveness and fiscal sustainability. Transform Peel also responds to the need to expand the Peel's economy to meet the needs of a population that will expand from its current 128,000 to 444,000 by 2050.

Economic modelling shows that by 2050, and with the Transform Peel program fully implemented, the following outcomes are achievable:

- 33,100 jobs
- Economic output of \$16.2 billion per annum
- Export value of \$1.8 billion per annum
- Gross value added of \$5.3 billion per annum
- Rate income to local government of \$50 million per annum
- Private sector investment (through land sales) of \$600 million
- Stamp duty accruing to the State of \$759 million
- The reduction of phosphorous from across the Peel Food Zone of 50%
- Private sector investment into buildings in the Peel Business Park Nambelup of \$2.5 billion
- A minimum of \$100,000 per annum in land tax to the State from developed lots.

### **Project in focus: Murray Regional Equestrian Centre**

Our staff have been working with the Shire of Murray to establish a 'state of the art' multi-functional Murray Regional Equestrian Centre in the Shire of Murray at Coolup.

Acknowledging that long term planning is underway at a State level that will most likely affect the Peel equine industry, a Steering Committee has been formed with all equine codes in the Peel region represented to guide the analysis of the industry in the Peel and the development of the Peel Equine Industry Development Plan.

All codes of the industry as well as the Commission and the Shire of Murray have contributed financially and in kind towards the development of the Plan. This strategic approach is expected to confirm and summarise the economic and social importance of the equine industry to the Peel and provide the way forward to sourcing financial resources to realise significant growth and support its sustainability. This work is continuing because discussion about the future of the industry at the state level will impact on the Peel equine sectors. We have given the Shire of Murray funds from the Regional Grants Scheme to progress specific elements of the Murray Equestrian Centre development plan.

### Strategic Objective 3

Community and economic infrastructure is planned and delivered to meet the needs of current and future generations of Peel

**We are committed to ensuring that Peel's future population will be provided for by applying a coordinated approach to the planning and the delivery of infrastructure.**

#### Client feedback

The client survey asked whether respondents agreed with the statement *"Peel Development Commission encourages the provision of identified infrastructure needs."*

Survey statement	2015-16 satisfaction
Peel Development Commission encourages the provision of identified infrastructure needs	79.1%

Source: Perth Market Research Client Survey June 2016

#### Initiatives in 2015-16

##### Project in Focus: Peel Tourism Economic Development Strategy

The Peel Tourism Economic Development Strategy 2016-20 is soon due for release and sets out a regional economic development infrastructure strategy for the Peel. Aligning with the State Government Strategy for Tourism in Western Australia 2020, this document outlines the broad range of opportunities in the Peel for tourism growth and diversification. In particular, the Strategy identifies key regional infrastructure investments for the next four years. These include:

- Walk, bike, bridle, canoe and 4WD Trails
- Aquatic tours and activities (e.g. boat, houseboat, canoe, jet ski, fishing, surfing, diving, swimming)
- Sport and recreation (e.g. golf, equestrian, horse/greyhound racing)
- Drive tours
- Arts and cultural events
- Historical monuments, museums and discovery centres

- Hospitality diversity including hotels, wineries, breweries, restaurant/cafés, and markets
- Forests, national parks, beaches, lakes, dams/weirs

The advantage for the Peel is its proximity to the metropolitan area and a population of around 1.9 million. Essentially the Peel is a very accessible day trip destination with a growing number of visitors choosing to lengthen their stay overnight. Capturing the overnight market will be vital for the economic growth of the tourism sector.

Most community members have an understanding of the effect that tourism has on their town and its economy. An increase in the number of visitors resulting from tourism can:

- Increase local business income and expenditure
- Increase local employment opportunities
- Diversify training opportunities
- Improve regional branding and regional image
- Increase investment in community facilities and local amenity
- Encourage environmental awareness and sustainability
- Foster innovation and entrepreneurship

The Peel is home to some very passionate and effective tourism champions. As well as the individuals operating locally, there are peak bodies such as the Mandurah and Peel Tourism Organisation (MAPTO), regional visitor centre network, Peel Chamber of Commerce and Industry, Community Resource Centres, and local governments who are the guiding beacons for both visitors and investors in tourism development. These bodies have a strong focus on engagement and assist with branding,



marketing, investment, business support, skill needs, information gathering, and infrastructure development.

The collaboration of this local and regional network and the State Government agencies will play a key role in addressing the gaps and opportunities highlighted in the Strategy. This network will also work to attract infrastructure investment in the following themes:

- Trail hubs
- Trail networks
- Accommodation nodes
- Waterway adventures
- Event, tourism and hospitality innovation
- Mixed adventures

#### **Project in Focus: Boddington Infrastructure**

The Boddington townsite is situated 130km south east of Perth and an hour's drive from Mandurah. The Shire has an estimated population of 2,500 people. In addition, at any time up to 2,500 permanent employees and contractors could be on-site at Newmont Boddington Gold (NBG) mine or South32 Worsley Alumina. Industry is dominated by mining but also includes agriculture, Jarrah forest harvesting, blue gum and pine plantations and orchards. The population of the Shire of Boddington has been growing steadily due to the re-opening of the gold mine and the expansion of the bauxite mine.

The Boddington Growth Plan and Economic Development Strategy have guided Government investment and project activity over the last four years. Key projects that the Peel Development Commission has worked closely with the Shire of Boddington include:

#### **Recreation and Community Centre:**

The Commission and the Shire of Boddington were successful in securing \$2.5 million Royalties for Regions funding through the Growing Our South initiative in 2014–15. Department of Sport and Recreation's Community Sporting and Recreation Facilities funding is also contributing to this \$3 million project. The new centre will contain two multi-purpose courts, community multi-purpose room, kitchen, sporting change rooms, external oval-viewing area, car parking and landscaping. Located within the Boddington recreation precinct, this project will support the on-going growth of the district while also

promoting healthy lifestyles and facilitating community engagement. During 2015–16 the design and construction contract was confirmed and awarded to Moore Constructions (WA) Pty Ltd of Mandurah. Work has commenced with securing the site and site office, ordering steel work for fabrication, laying footings, and trenches dug for water and power. Project completion is expected in the first quarter of 2017.

#### **Main Street Activation and Foreshore Redevelopment Master Planning:**

Significant planning and design work has been prepared to reactivate Boddington's main street to be pedestrian friendly, visually appealing and strongly connected to the Old School site and Hotham River foreshore. The project will reduce the apparent width of the main street and relocate the town library to a community hub at the old school. Adjacent to the youth centre, the hub will incorporate a new visitor and interpretation centre and cafe. These elements will provide the link between the mainstreet and river foreshore. An important element will also be the inclusion of public art, interpretation of community stories and street/landscaping. This vision recognises that investment in community infrastructure will not only increase the liveability of the town but will improve the tourist experience. The Shire of Boddington has been awarded \$71,635 of Royalties for Regions funding through the Peel Regional Grants Scheme 2016. Other funding partners are now being secured.

#### **Project in Focus: Old Mandurah Traffic Bridge Replacement**

We worked closely with the City of Mandurah to secure \$8.8 million from the Royalties for Regions Growing Our South initiative to contribute to the \$51.8 million project to replace Mandurah's 62 year old traffic bridge. Georgiou was awarded the tender in 2015–16 to undertake the project in partnership with the City of Mandurah and Main Roads. The Royalties for Regions investment will enable the replacement bridge to have additional features including four traffic lanes, higher clearance for bigger boats to pass under, wide pedestrian and cyclist walkway and recreational facilities, such as fishing platforms. Construction commenced in the final quarter of 2015–16, including dismantling a section of the boardwalk and under-bridge fishing platforms on the eastern foreshore, road works, establishing the eastern foreshore bridge abutment site and

piling works on the western shore and in the estuary. The existing bridge will be in use while the new bridge is under construction to minimise traffic disruption and water navigation access will remain open. The project is expected to be completed late 2017.

#### **Project in focus: Byford Town Centre Transformation**

The Commission supported Byford and Districts Country Club and the Shire of Serpentine-Jarrahdale in developing a successful Royalties for Regions Business Case to relocate the Byford and Districts Country Club to enable transformation of the Byford town centre. The Club's relocation freed up critical land in the Byford town centre to enable future development by commercial interests. Economic benefits associated with the relocation were generated along with employment and training opportunities for local residents. The approved Royalties for Regions funding of \$600,000 contributed to the \$5.68 million project ensuring viability of the Club and enabling retail investment in Byford. The building program was very successful and the facility is now complete, with a formal opening expected to take place in September 2016.

#### **Project in focus: Dwellingup Community Village Stage 2**

Commission staff worked with the Shire of Murray and Dwellingup Community Village Inc. to develop a Royalties for Regions business case for the construction of Stage 2 of the Dwellingup Community Village (the Village).

Stage 1 is an active hub for community activities and provides a focal point for the residential component of the Village. Stage 2 is the design and construction of seven purpose built universal access dwellings for ageing residents in the Dwellingup district.

This project will result in:

- increased housing options for Dwellingup residents as they age;
- access by ageing residents to family, friends, support networks and services within Dwellingup;
- availability of existing housing to accommodate potential new Dwellingup residents;
- increased local labour force available to nearby industries; and
- ongoing sustainability and viability of enterprises and government services through continued expenditure by ageing residents and the attraction of new residents to this tree change community.

Royalties for Regions funding approval of \$2.5 million was gained in July 2015 through the Growing Our South initiative for this \$3.1 million project. Development approvals, tree clearing permits, a Bush Fire Management Plan, tender documents for the civil works and an expression of interest process for the cottage design and construction have been undertaken in 2015-16. The seven dwellings are expected to be completed by mid 2017.

## Strategic Objective 4

Peel communities are educated, productive, healthy, safe and supported

**Ensuring communities in the Peel are educated, productive, healthy, safe and supported is a key component of our work. This is highlighted in the *Peel Regional Investment Blueprint*, which calls for an improvement in education and training to ensure that people are ready to benefit from the opportunities that economic growth can bring.**

### Client response

The client survey asked whether respondents agreed with the statement *“Peel Development Commission supports training and education initiatives that will improve employment prospects for Peel residents.”*

Survey statement	2015-16 satisfaction
Peel Development Commission supports training and education initiatives that will improve employment prospects for Peel residents	71.9%

Source: Perth Market Research Client Survey June 2016

### Initiatives in 2015-16

#### Project in Focus: Secure Housing and Employment Support Strategy

The Peel region moved a step closer to providing solutions to issues about employment and homelessness with the launch on the 17 February 2016 of the Peel Secure Housing and Employment Support Strategy. The strategy was officially launched by Ms Paddi Creevey, chair of the Peel Community Development Group, at a community event attended by approximately 40 guests at the Mandurah Performing Arts Centre. The strategy is an initiative of the Peel Development Commission in partnership with the Peel Community Development Group and was developed by Shelter WA in collaboration with local stakeholders, with funding provided through Royalties for Regions.

The overall goal of the strategy is to establish an innovative regional approach that enables families and youth facing homelessness to move towards secure housing, employment and life opportunities. It has been developed to respond to the specific needs of the Peel community. It is an innovative model that reflects the needs of our community and the priorities of the *Peel Regional Investment Blueprint*.

The model outlined in the strategy reflects a hub and spoke approach comprising a central core of support services and facilities for both families and youth in Mandurah, with pathways leading to areas of mixed transitional housing throughout the Peel sub-regions.

The accommodation model provides people with affordable housing linked to a core focus of achieving their aspirations through engagement in education, training and employment. Building these aspirations is key to enabling people in the Peel to engage with the region’s long term economic opportunities outlined in the Blueprint. The proposed accommodation is comprised of a 30 bed youth facility, 30 unit family facility and other housing throughout the Peel. The Mandurah hub will include accommodation for families and youth as well as office and training spaces for service providers and space to cater for the development of social enterprise.

The accommodation is supported by an integrated web of existing service providers. The initiative is not seeking to replicate or duplicate existing services but rather to connect tenants with existing service providers. Centred in Mandurah the service network applies across the Peel through outreach services to major towns.

The strategy and the recently completed business case are the keys to attracting the funding needed to build more housing for those in need. The support of local government will be sought to identify potential land options for the scattered housing, identified as the spoke, with both the Housing Authority and community housing providers building these housing assets.

#### **Project in Focus: Peel Workforce Development Plan 2015–18 and Peel Workforce Development Alliance**

The Peel Workforce Development Plan was released on 25 August 2015 and aims to build, attract and retain a skilled workforce to meet the economic needs of the Peel region. The importance of regional workforce planning is a key message of the State workforce planning and development framework, *Skilling WA – A workforce development plan for Western Australia*. In response to this the Peel Workforce Development Alliance was created in 2013 as a partnership between the Peel Development Commission and Department of Training and Workforce Development to provide leadership and oversight for the development and implementation of a Peel Regional Workforce Development Plan.

In developing the Plan, the Alliance worked closely with regional stakeholders to ensure that it addresses the current and future needs of the community and industry. The priority actions set out in the plan, make an important contribution to achieving the *Peel Regional Investment Blueprint's* 2050 Capable People aspirational goal – The Peel's workforce will be highly skilled and adaptable to structural and technological change to support an economy that is strong, diverse and high performing.

Membership on the Alliance has been expanded to include industry, community and government representatives from the Peel and has recently welcomed new members from Alcoa, Challenger Institute, Murdoch University, Peel Chamber of Commerce and Industry and Regional Development Australia Peel. The Alliance has an emphasis on supporting training development in industries and occupations that are emerging, in high growth or experiencing a shortage of skilled workers.

In order to address the workforce participation and development challenges facing Peel, the Alliance focuses on 17 practical priority actions. These actions will provide practical solutions to a number of complex workforce development challenges for the Peel region. Extensive stakeholder consultation has taken place to help shape and validate them. They have been categorised into the following four theme areas:

- Addressing career aspirations;
- Improving education and training outcomes;
- Developing linkages between industry and education; and
- Building industry capability.

The Alliance will continue to oversee the implementation of the plan and will work in partnership with the Peel Development Commission to aid in the implementation of the Blueprint. In addition, the Alliance will continue to collaborate and develop partnerships with other organisations and groups within the Peel to help address barriers to workforce participation, planning and development.

#### **Project in focus: Peel Hospitality, Tourism and Events Training Centre**

The Commission and the Department of Training and Workforce Development have been actively progressing the establishment of a state-of-the-art Hospitality, Tourism and Personal Services Training Centre (Centre) in the City of Mandurah. Its objectives are to:

- improve access to fit-for-purpose, industry-standard hospitality, tourism and personal services training facilities for students with event spaces for the community, particularly youth;
- build human capability and capacity to ensure an ongoing supply of skilled workers in the Peel region for restaurants, cafes, bars, personal services and tourist destinations, by providing flexible training spaces that can double as event spaces; and
- assist in transforming Peel into an active and vibrant tourism destination.

The Centre will provide the region with a world-class centre of excellence linked to local industry that develops the calibre of the region's hospitality, tourism and personal services workforce.



The development on the Peel Education campus will provide opportunities to work with Murdoch University and the senior high school, which are co-located with South Metropolitan TAFE at the site, to deliver training in the hospitality, tourism and personal services industries. This training will improve people's chances of securing work and career opportunities in these industries.

The proposal includes a student hub and bookable events space that can be used by the community and industry for events, art exhibitions and forums, together with a tourism and events management model office. The student hub aims to provide students with an informal learning space with wi-fi access to enhance the user experience. The facility would increase the attractiveness of the campus to students and raise the campus' profile as a vibrant, viable training alternative and an events space for the community.

A feasibility analysis has guided the development of this concept, with further works being commissioned to produce a workforce and skill needs analysis. This will provide valuable information for a business case seeking funds in excess of \$13 million from the Royalties for Regions, Growing Our South Program.

#### **Project in focus: Peel Workforce Development Centre and Peel Jobs Fair**

During November 2015 we successfully developed a Royalties for Regions business case in conjunction with the Department of Training and Workforce Development to seek funding over a four year period to establish a Workforce Development Centre for the Peel. This was a priority issue for the community, with the Peel currently being the only non-metropolitan region without such a Centre.

The Centre provides accessible, local services to support individuals of any age to make education, training and occupations choices and to manage their careers. The Centre complements employment and training support services in the region and works closely with local providers to deliver facilitated referrals and a seamless service for clients.

The Centre provides tangible social and economic benefits for the local community through provision of career advice and support, based on opportunities in the region. This will deliver the following outcomes:

- build regional and rural human capacity and capability;
- increase participation in the workforce, particularly among the under employed, disengaged and under represented groups in the community;
- improve facilitated referrals for all residents as a result of strong partnerships and collaboration with local services; and
- ensure residents better utilise their talents and skills, thereby leading to increased economic competitiveness and growth.

The centre successfully organised and supported the Peel Jobs Fair which attracted students and employers from all over the Peel in a one day information and contact day. This initiative was supported by the Commonwealth government, the Commission and key regional stakeholders in employment, training and education.

## Strategic Objective 5

The Peel environment is better understood and managed

**We are committed to promoting and improving the natural environment through our leadership and by participation in partnerships between industry, community and government. This includes a focus on ensuring economic development within the region does not have a negative impact on the region's natural assets.**

### Client response

The client survey asked whether respondents agreed with the statement *“Peel Development Commission encourages the responsible management of the natural environment.”*

Survey statement	2015-16 Satisfaction
Peel Development Commission encourages the responsible management of the natural environment	72.2%

Source: Perth Market Research Client Survey June 2016

### Initiatives in 2015-16

We influence the management of the natural environment in a number of ways. In 2015-16 these included:

- membership of environmental organisations – the Peel Development Commission has a seat on the Board of the Peel Harvey Catchment Council;
- engaging with key environmental initiatives – the Peel Development Commission is a member of the Peel Harvey Estuary Management Committee established under the Strategic Assessment of the Perth and Peel Regions (SAPPR), and participates in the Green Growth Plan committees; and
- through specific environmental projects – including the Peel Integrated Water Initiative, which is part of the Transform Peel program.

### Project in Focus: Peel Harvey Estuary Management Committee

We work closely with the Peel Harvey Catchment Council and the Peel Harvey Estuary Management Committee to support initiatives which protect and rehabilitate the Catchment.

Monitoring and research of the Peel Harvey catchment area over the past five years by the Peel Harvey Catchment Council indicates that the catchment's natural assets are all in a state of decline – particularly water quality in the lower reaches of the major rivers, native vegetation, watercourse condition and the state of the estuary.

The major new threats to the management of the Peel Region's natural assets are the continued rapid growth and urbanisation in the region and climate change.

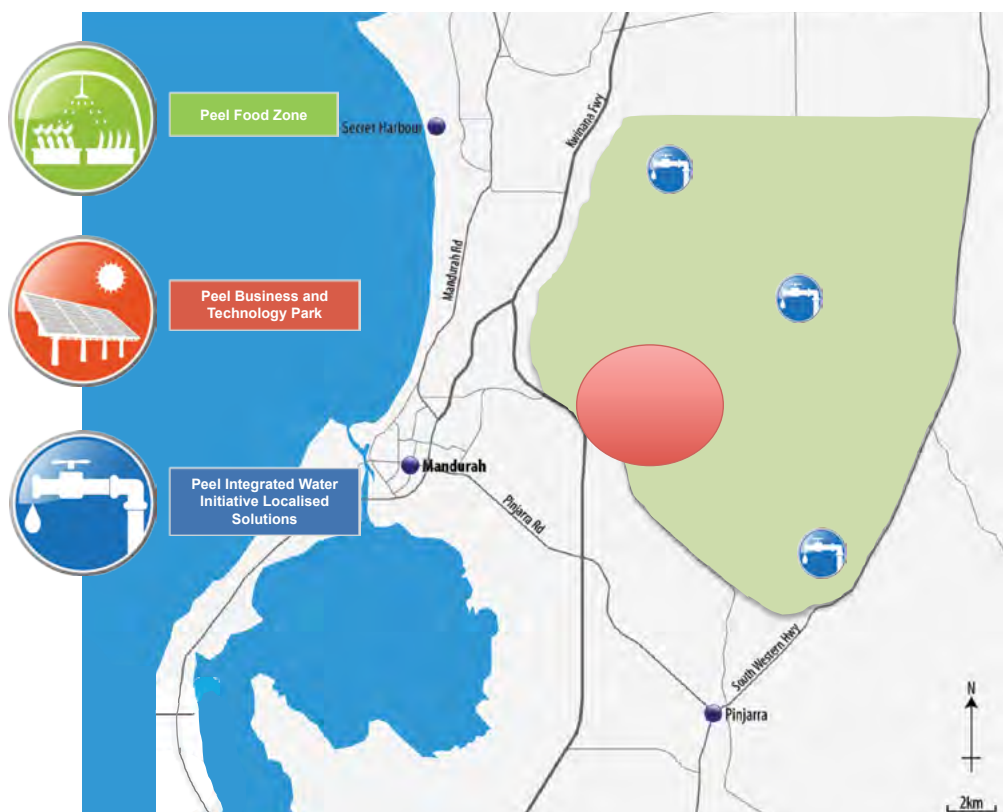
Whilst the Western Australian Planning Commission report *Perth and Peel @3.5 Million* recognises the need to address the urban growth needs of the Perth and Peel regions and take into consideration the need to protect the natural ecosystems, it does not address the specific challenges faced by the Peel Harvey catchment.

The Peel Harvey estuary together with the inter dunal Clifton and Preston lakes, and the Goergerup and Black river lakes make up a registered Ramsar site which brings with it international obligations. Together with the fact that the Peel region sits at the centre of the South West Biodiversity Hotspot means that there is high value biodiversity that needs protecting. With most of the least constrained coastal land already urbanised, future urban development will need to deal with significantly constrained land. The imperative lies with greater coordination between land use planning and environmental management.

**Project in Focus: Peel Integrated Water Initiative**

The vision for the Peel Integrated Water Initiative is to collect, clean (stripping of nutrients) and store surface stormwater from across the Peel Food Zone and the Peel Business Park. This will improve economic, social and environmental outcomes for the Nambeelup sub-catchment.

By 2021, an operational, innovative and integrated water management system will have been developed with the capacity to deliver a new source of water to support industry, agriculture, mining and urban development. The full roll out of the initiative across the whole Food Zone by 2050 has the potential to reduce nutrient flows across the Food Zone area by up to 50%.



**Figure 9 Transform Peel precinct**

Source: Peel Development Commission

# Report on operations – Strategic Plan 2016-19

Looking forward, the Commission approved its Strategic Plan 2016-19 in February 2016. The new plan identifies the range of strategies and initiatives that will be progressed over the next three years to deliver outcomes against the goals of the *Peel Regional Investment Blueprint*. These strategies and initiatives focus on:

- broadening and diversifying the region's industry base to boost the depth and breadth of jobs and occupations across the Peel;
- enhancing the Peel's agriculture and food production sectors through continued innovation, investment and research;
- growing the Peel's tourism industry and related businesses to be diverse, competitive and sustainable;
- developing a highly skilled and available workforce that is adaptable to structural and technological change; and
- building strong, resilient and vibrant communities underpinned by best practice social services and infrastructure.

In addition our Strategic Plan includes an internal focus of "Organisational Excellence" which identifies strategies and initiatives to ensure the Peel Development Commission has a high performing board, capable staff, and effective processes to facilitate organisational success over the next three years.

Our Strategic Plan reflects our commitment to working in partnership with all levels of government, industry and the community. The achievement of the strategies included over the next three years will provide the catalyst for the vision of Peel at 2050 outlined in the *Peel Regional Investment Blueprint* being achieved.

In order to set a baseline for our performance in achieving organisational excellence the 2016 client survey sought information on our service to customers.

## Client response

The client survey asked whether respondents agreed with the statement "*Peel Development Commission staff provide professional, timely and helpful advice.*"

Survey statement	2015-16 satisfaction
Peel Development Commission staff provide professional, timely and helpful advice	89.3%

Source: Perth Market Research Client Survey June 2016

This was the highest satisfaction score in the survey, with more than one third of respondents strongly agreeing with the statement.

## Project in Focus: Community grants

The 2016 Peel Regional Grants Scheme (PRGS) and the 2016 Peel Community Chest Fund (PCCF) were officially opened for applications in January 2016. Widespread advertising, targeted contacts and website notices were supplemented by our staff conducting grant information sessions in towns across the region. These sessions encouraged potential applicants to address the guidelines appropriately when submitting their applications and provided valuable tips and ideas on enhancing applications for the best chance of success. Funds available for the 2016 round were \$1.5 million for the PRGS and \$500,000 through the PCCF.

The PRGS sought applications for funding above \$50,000 and up to \$300,000, whereas the PCCF provided grant opportunities for amounts up to \$50,000. Both the PRGS and PCCF were oversubscribed, requiring careful consideration and assessment of applications against the publicised guidelines.

Applications were assessed by Commission staff and recommendations were made to a sub-committee of the Commission's Board for their consideration and decision. The Board of the Commission reviewed the sub-committee recommendations and made formal funding recommendations to the Minister for Regional Development on both programs.



## Regional Grants Scheme Grants

In June 2016 Regional Development Minister Terry Redman announced 10 projects across the Peel region to benefit from the 2016 State Government's Regional Grants Scheme. The list of projects is shown below.

Project	Organisation	Amount
Social inclusion centre for the aged	Quambie Park Waroona Inc.	\$140,215
Peelwood reserve floodlighting installation	City of Mandurah	\$300,000
Murray Equestrian Centre cross country course	Shire of Murray	\$257,900
Fairbridge CARE school – stage 2	Fairbridge WA Inc.	\$70,100
Mountain Bike Australia Cross Country National Series double header	Mandurah and Peel Tourism Organisation	\$53,000
Hubbub a mini festival by the sea	Mandurah Performing Arts Centre	\$50,000
Forest Heritage Centre revitalisation Stage 2	Forest Heritage Centre	\$195,150
Static water supplies Jarrahdale	Shire of Serpentine-Jarrahdale	\$250,000
City precinct activation nodes	Shire of Boddington	\$71,635
Bibbulmun track Murray River bridge	Bibbulmun Track Foundation	\$112,000
<b>Total</b>		<b>\$1,500,000</b>

## Community Chest Fund Grants

During 2015-16 \$500,000 was awarded to 20 successful applicants seeking funding from the Royalties for Regions – Community Chest Fund. The Peel Community Chest, administered by the Commission, offers grants up to \$50,000 to community, local government and not-for-profit organisations to support the development of infrastructure, services and community projects.

Project	Organisation	Amount
Common Threads Wearable Art	City of Mandurah	\$38,504
Mandurah 2016 Show	Mandurah Philatelic Society	\$10,000
Mandurah & Peel Region business tourism brand & campaign creation	Mandurah and Peel Tourism Organisation	\$15,000
Emu directional walk trail	Forest Heritage Centre	\$35,350
Binjareb Park	Murray Districts Aboriginal Association	\$32,500
Dwellingup tourism precinct play space shade sails	Shire of Murray	\$39,680
Hotham River walking trail & bird hide	Shire of Boddington	\$13,232
Citrus Fair @ Whitby Falls Farm	Murdoch University	\$20,000
Emergency management centre generator	Shire of Waroona	\$50,000
Byford Community Garden	Byford Glades Residents Association	\$20,739
Rope climber adventure net	North Yunderup Community Association	\$39,231
Paving for boating lake	Ravenswood Sanctuary Model Boat Club	\$1,760
Shade protection & fencing at Waroona Bowling & Social Club	Waroona Bowling & Social Club	\$24,020
Mundijong Heritage Uniting Church & community garden	Uniting Church Australia Property Trust	\$12,500
Shade area for basketball court	St. Joseph's Catholic Primary School	\$10,000
Clubhouse roof sheeting replacement & kitchen upgrade	Waroona Golf Club	\$22,000
Access & inclusion for all at Mandurah Community Gardens	Mandurah Community Gardens	\$15,484
Jarrahdale oval fencing	Serpentine-Jarrahdale Lions Club	\$20,000
Sailability sail training program	Port Bouvard Recreation & Sporting Club	\$50,000
Peel Chamber business growth series	Peel Chamber of Commerce & Industry	\$30,000
<b>Total</b>		<b>\$500,000</b>

## Report on operations – financial targets

This section outlines how the Commission has performed against its financial targets as set out in the Resource Agreement. Over the course of the year these targets are updated to reflect government decisions on the budget and the outcomes from the mid-year review conducted by the Treasury. Only the performance against the targets published in the 2015-16 budget papers is subject to audit by the external auditor, so this section shows both the original and revised targets, with variances against the revised targets being the focus of this section.

### Income and expenditure

Total expenses are \$153,000 higher than the target in the Resource Agreement. This is made up of lower grant payments of \$72,000, higher supplies and services costs of \$222,000 and other minor variations.

Grant payments are lower because some grant recipients have not met the milestones in the grant agreement to allow funds to be released. Supplies and services costs are higher because payments have been made against projects that have separate funding streams that are not included in the Resource Agreement targets.

The Net Cost of Services is also higher than the target for the reasons detailed above. In addition, the Commission was unable to achieve the budgeted income target of \$30,000 as it does not have the capacity to generate this level of income from the resources available. This income target has been removed from future budgets as this position is unlikely to change.

Financial item	2015-16 original target \$000	2015-16 revised target \$000	2015-16 actual \$000	Variation to revised target \$000	Variation to revised target %
Total expenses	2,440	3,062	3,215	(153)	5%
Net Cost of Services (including specific grants)	2,410	2,862	3,044	(182)	6.4%
Salary expense level	1,179	1,349	1,360	(11)	0.8%

## Statement of Financial Position

Overall the Commission's balance sheet remains in a strong position, with net assets of \$1.141 million. This is a small reduction on 2014-15 of approximately \$24,000, being the net deficit for the year as shown in the Statement of Income and Expenditure. The variation from the revised target arises because the budget anticipated a deficit of \$175,000.

Unrestricted cash has fallen from \$1,056,876 in 2014-15 to \$894,255 in 2015-16. This is made up of:


- An unplanned reduction of \$52,000 to fund an unbudgeted contribution to the cost of the Regional Development portfolio reform process.
- A contribution of \$110,621 to fund the payment of accumulated annual leave and long service leave to the employees who left the Commission in 2015-16.

## Cash flows

Overall there has been a decrease in cash of \$110,145, with cash at bank being \$1,131,511 at 30 June 2016.

Cash payments for supplies and services have increased in 2015-16 for the reasons given in the income and expenditure section. Grant payments were higher in 2014-15 because there was a final payment of \$284,400 made from the previous round of the Regional Grant Scheme.

Receipts from services are higher in 2015-16 because a grant was received from the Public Sector Commission to pay for the termination costs of former employees. GST receipts have increased in 2015-16 because GST has been paid on invoices submitted to the Commission by grant recipients and subsequently reclaimed from the ATO. The higher level of activity in this area in 2015-16 accounts for this increase.

For more information on the Commission's financial performance please refer to the Financial Statements section of this report. 

Financial item	2015-16 original target \$000	2015-16 revised target \$000	2015-16 actual \$000	Variation to revised target \$000	Variation to revised target %
Total equity	836	991	1,141	(150)	15.1%
Borrowing limit	0	0	0	0	





# SIGNIFICANT ISSUES

Significant issues affecting the Peel

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## Significant issues affecting the Peel

The Peel is on a trajectory for strong growth. The current population of 128,000 is expected to grow to 188,400 by 2031 and 444,000 by 2050. Stimulating the economy to create a pipeline of new jobs to support this growth is a priority for the region.


With higher than State average rates of unemployment and comparatively low rates of educational attainment, strengthening the education and training system and creating pathways leading to higher levels of educational attainment and stable employment levels are important areas of focus for the Peel. Improving the skills of the workforce, particularly those workers who are affected by changes in sectors such as mining, construction and manufacturing, are a key priority. Achieving this goal will ensure they have the chance to develop new skills to transfer into occupations and industries where suitable workers are in short supply or to new or growing industries.

The *Peel Regional Investment Blueprint* sets out a strategy and action plan for the next four years to increase the number of jobs and diversifying the economy. Achieving these goals will be a key challenge for the Commission and the region as a whole. Key areas of strategic focus include:

- broadening and diversifying the industrial sector to boost the depth and breadth of jobs and occupations across the region;
- increasing economic expansion, markets and the international competitiveness of the region's agricultural businesses through innovation in production methods and developing renewable water and energy supplies;
- ensuring the availability of an educated and highly skilled workforce with the capacity, capability and flexibility to meet future needs; and
- creating support services and infrastructure that will make the community strong, resilient and able to increase its participation in, and contribution to, the future development of the Peel.

Environmental issues are important to the region. The protection of the region's catchment and waterways will be overseen by the Peel Harvey Estuary Management Committee. The Committee will be responsible for the oversight of operations and on-the-ground activities across Government related to the health of the Peel Harvey Estuary. This Committee will be also responsible for major policy development that impacts on the health of the estuary and waterways, including providing advice to the Western Australian Planning Commission on land development activities planned for the region.

The sustainable supply of non-climate dependent water is fundamental to delivering the key growth initiatives in the Blueprint. Innovative schemes and developing alternative water sources, specifically recycled water and the capture of excess stormwater and related infrastructure, will be a key area of focus for the region over the medium to long term.

Ensuring communities are stable into the future is a key focus and providing our residents with access to the range of community and support services that are enjoyed by metropolitan communities is pivotal to this. 





# DISCLOSURES & LEGAL COMPLIANCE

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## Auditor General

### INDEPENDENT AUDITOR'S REPORT

To the Parliament of Western Australia

PEEL DEVELOPMENT COMMISSION

#### Report on the Financial Statements

I have audited the accounts and financial statements of the Peel Development Commission.

The financial statements comprise the Statement of Financial Position as at 30 June 2016, the Statement of Comprehensive Income, Statement of Changes in Equity and Statement of Cash Flows for the year then ended, and Notes comprising a summary of significant accounting policies and other explanatory information.

#### *Opinion*

In my opinion, the financial statements are based on proper accounts and present fairly, in all material respects, the financial position of the Peel Development Commission at 30 June 2016 and its financial performance and cash flows for the year then ended. They are in accordance with Australian Accounting Standards and the Treasurer's Instructions.

#### *Commission's Responsibility for the Financial Statements*

The Commission is responsible for keeping proper accounts, and the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the Treasurer's Instructions, and for such internal control as the Commission determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

#### *Auditor's Responsibility 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 based on my audit. The audit was conducted in accordance with Australian Auditing Standards. Those Standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Commission's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made by the Commission, as well as evaluating the overall presentation of the financial statements.

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



### **Report on Controls**

I have audited the controls exercised by the Peel Development Commission during the year ended 30 June 2016.

Controls exercised by the Peel Development Commission are those policies and procedures established by the Commission 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 legislative provisions.

#### ***Opinion***

In my opinion, in all material respects, the controls exercised by the Peel Development Commission are sufficiently adequate to provide reasonable assurance that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities have been in accordance with legislative provisions during the year ended 30 June 2016.

#### ***Commission's Responsibility for Controls***

The Commission is responsible for maintaining an adequate system of internal control to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of public and other property, and the incurring of liabilities are in accordance with the Financial Management Act 2006 and the Treasurer's Instructions, and other relevant written law.

#### ***Auditor's Responsibility for the Audit of Controls***

As required by the Auditor General Act 2006, my responsibility is to express an opinion on the controls exercised by the Peel Development Commission based on my audit conducted in accordance with Australian Auditing and Assurance Standards.

An audit involves performing procedures to obtain audit evidence about the adequacy of controls to ensure that the Commission complies with the legislative provisions. The procedures selected depend on the auditor's judgement and include an evaluation of the design and implementation of relevant controls.

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

### **Report on the Key Performance Indicators**

I have audited the key performance indicators of the Peel Development Commission for the year ended 30 June 2016.

The key performance indicators are the key effectiveness indicators and the key efficiency indicators that provide information on outcome achievement and service provision.

#### ***Opinion***

In my opinion, in all material respects, the key performance indicators of the Peel Development Commission are relevant and appropriate to assist users to assess the Commission's performance and fairly represent indicated performance for the year ended 30 June 2016.

#### ***Commission's Responsibility for the Key Performance Indicators***

The Commission 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 controls as the Commission determines necessary to ensure that the key performance indicators fairly represent indicated performance.

*Auditor's Responsibility for the Audit of Key Performance Indicators*

As required by the Auditor General Act 2006, my responsibility is to express an opinion on the key performance indicators based on my audit conducted in accordance with Australian Auditing and Assurance Standards.

An audit involves performing procedures to obtain audit evidence about the key performance indicators. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the key performance indicators. In making these risk assessments the auditor considers internal control relevant to the Commission's preparation and fair presentation of the key performance indicators in order to design audit procedures that are appropriate in the circumstances. An audit also includes evaluating the relevance and appropriateness of the key performance indicators for measuring the extent of outcome achievement and service provision.

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

**Independence**

In conducting the above audits, I have complied with the independence requirements of the Auditor General Act 2006 and Australian Auditing and Assurance Standards, and other relevant ethical requirements.

**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 Peel Development Commission for the year ended 30 June 2016 included on the Commission's website. The Commission's management is responsible for the integrity of the Commission's website. This audit does not provide assurance on the integrity of the Commission's website. The auditor's report refers only to the financial statements and key performance indicators described above. It does not provide an opinion on any other information which may have been hyperlinked to/from these financial statements or key performance indicators. 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 refer to the hard copy of the audited financial statements and key performance indicators to confirm the information contained in this website version of the financial statements and key performance indicators.



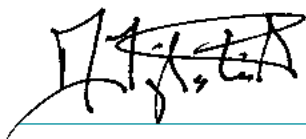
GLEN CLARKE  
DEPUTY AUDITOR GENERAL  
Delegate of the Auditor General for Western Australia  
Perth, Western Australia  
9 September 2016

# Certification of Financial Statements

## For the year ended 30 June 2016

The accompanying financial statements of the Peel Development Commission have been prepared in compliance with the provisions of the *Financial Management Act 2006* from proper accounts and records to present fairly the financial transactions for the financial year ended 30 June 2016 and the financial position as at 30 June 2016.

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



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**Paul Fitzpatrick**  
Chairman  
5 September 2016



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**Norman Baker**  
Acting Chief Executive Officer  
5 September 2016



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**Victor Smith**  
Chief Finance Officer  
5 September 2016

# Financial Statements

## Statement of Comprehensive Income

For the year ended 30 June 2016

	Note	2016 \$	2015 \$
<b>COST OF SERVICES</b>			
<i>Expenses</i>			
Employee benefits expense	6.	1,510,521	1,303,613
Supplies and services	7.	768,735	634,450
Depreciation expense	8.	9,163	19,712
Accommodation expenses	9.	176,639	168,638
Grants and subsidies	10.	706,646	1,154,184
Other expenses	11.	43,318	38,774
<b>Total cost of services</b>		<b>3,215,022</b>	<b>3,319,371</b>
<b>INCOME</b>			
<i>Revenue</i>			
Other revenue	12.	771	2,727
<b>Total revenue</b>		<b>771</b>	<b>2,727</b>
<b>Total income other than income from State Government</b>		<b>771</b>	<b>2,727</b>
<b>NET COST OF SERVICES</b>		<b>3,214,251</b>	<b>3,316,644</b>
<b>Income from State Government</b>			
Service appropriation	13.	224,000	219,000
Resources received free of charge	13.	9,262	8,507
Royalties for Regions Fund	13.	2,785,975	2,740,556
Other grants	13.	170,688	0
<b>Total income from State Government</b>		<b>3,189,925</b>	<b>2,968,063</b>
<b>SURPLUS/(DEFICIT) FOR THE PERIOD</b>		<b>(24,326)</b>	<b>(348,581)</b>
<b>Total other comprehensive income</b>		0	(19,548)
<b>TOTAL COMPREHENSIVE INCOME FOR THE PERIOD</b>		<b>(24,326)</b>	<b>(368,129)</b>

See also Note 31 the 'Schedule of Income and Expenses by Service'.

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

## Statement of Financial Position

As at 30 June 2016

	Note	2016 \$	2015 \$
<b>ASSETS</b>			
Current assets			
Cash and cash equivalents	22.	894,255	1,056,876
Restricted cash and cash equivalents	14.	228,819	184,780
Receivables	15.	98,083	115,099
<b>Total current assets</b>		<b>1,221,157</b>	<b>1,356,755</b>
Non-current assets			
Restricted cash and cash equivalents	14.	0	0
Amounts receivable for services	16.	134,000	134,000
Property, plant and equipment	17.	7,436	16,599
<b>Total non-current assets</b>		<b>141,436</b>	<b>150,599</b>
<b>TOTAL ASSETS</b>		<b>1,362,593</b>	<b>1,507,354</b>
<b>LIABILITIES</b>			
Current liabilities			
Payables	19.	15,500	43,280
Provisions	20.	176,931	267,222
<b>Total current liabilities</b>		<b>192,431</b>	<b>310,502</b>
Non-current liabilities			
Provisions	20.	29,088	31,455
<b>Total non-current liabilities</b>		<b>29,088</b>	<b>31,455</b>
<b>TOTAL LIABILITIES</b>		<b>221,519</b>	<b>341,957</b>
<b>NET ASSETS</b>		<b>1,141,074</b>	<b>1,165,397</b>
<b>EQUITY</b>			
Contributed equity	21.	0	0
Accumulated surplus/(deficit)	21.	1,141,074	1,165,397
<b>TOTAL EQUITY</b>		<b>1,141,074</b>	<b>1,165,397</b>

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 2016

	Note	Contributed equity	Reserves	Accumulated surplus/ (deficit)	Total equity
		\$	\$	\$	\$
<b>Balance at 1 July 2014</b>	21.	137,770	0	1,533,526	1,671,296
Surplus/(deficit)		(157,318)	0	(348,581)	(505,899)
Other comprehensive income					0
Total comprehensive income for the period		(19,548)	0	1,184,945	1,165,397
Transfer of debit balance to accumulated surplus		19,548		(19,548)	0
<b>Balance at 30 June 2015</b>		<b>0</b>	<b>0</b>	<b>1,165,397</b>	<b>1,165,397</b>
<b>Balance at 1 July 2015</b>		0	0	1,165,397	1,165,397
Surplus/(deficit)		0	0	(24,323)	(24,323)
Other comprehensive income		0	0	0	0
Total comprehensive income for the period		0	0	1,141,074	1,141,074
<b>Balance at 30 June 2016</b>		<b>0</b>	<b>0</b>	<b>1,141,074</b>	<b>1,141,074</b>

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 2016

	Note	2016 \$	2015 \$
<b>CASH FLOWS FROM STATE GOVERNMENT</b>			
Service appropriation	13.	224,000	219,000
Royalties for Regions Fund	13.	2,785,975	2,740,556
Other grants	13.	170,688	0
<b>Net cash provided by State Government</b>		<b>3,180,663</b>	<b>2,959,556</b>
Utilised as follows:			
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Payments</b>			
Employee benefits		(1,635,992)	(1,244,225)
Supplies and services		(765,357)	(638,384)
Accommodation expenses		(176,639)	(160,131)
Grants and subsidies		(706,646)	(1,154,184)
Other payments		(43,318)	(196,092)
GST payments on purchases		(172,621)	(152,591)
GST payments to ATO		(36,372)	(282)
<b>Receipts</b>			
Receipts from services		6,245	3,085
GST receipts on sales		39,185	305
GST receipts from taxation authority		192,270	90,299
<b>Net cash provided by/(used in) operating activities</b>	22.	<b>(3,299,245)</b>	<b>(3,452,200)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<b>Payments</b>			
Purchase of non-current assets		0	0
<b>Net cash provided by/(used in) investing activities</b>		<b>0</b>	<b>0</b>
Net increase/(decrease) in cash and cash equivalents		(118,582)	(492,644)
Cash and cash equivalents at the beginning of the period		1,241,656	1,734,300
<b>CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD</b>	22.	<b>1,123,074</b>	<b>1,241,656</b>

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 2016

## Note 1. Australian Accounting Standards

### General

The Commission's financial statements for the year ended 30 June 2016 have been prepared in accordance with Australian Accounting Standards. The term 'Australian Accounting Standards' includes Standards and Interpretations issued by the Australian Accounting Standards Board (AASB).

The Commission has adopted any applicable, new and revised Australian Accounting Standards from their operative dates.

### Early adoption of standards

The Commission cannot early adopt an Australian Accounting Standard unless specifically permitted by TI 1101 *Application of Australian Accounting Standards and Other Pronouncements*. By virtue of a limited exemption, the Commission has early adopted AASB 2015-7 *Amendments to Australian Accounting Standards – Fair Value Disclosures of Not-for-Profit Public Sector Entities*. Aside from AASB 2015-7, there has been no early adoption of any other Australian Accounting Standards that have been issued or amended (but not operative) by the Commission for the annual reporting period ended 30 June 2016.

## Note 2. Summary of significant accounting policies

### (a) General statement

The Commission is a not-for-profit reporting entity that prepares general purpose financial statements in accordance with Australian Accounting Standards, the Framework, Statements of Accounting Concepts and other authoritative pronouncements of the AASB as applied by the Treasurer's instructions. Several of these are modified by the Treasurer's instructions to vary application, disclosure, format and wording.

The *Financial Management Act 2006* and the Treasurer's instructions impose legislative provisions that govern the preparation of financial statements and take precedence over Australian Accounting Standards, the Framework, Statements of Accounting Concepts and other authoritative pronouncements of the AASB.

Where modification is required and has had a material or significant financial effect upon the reported results, details of that modification and the resulting financial effect are disclosed in the notes to the financial statements.

### (b) Basis of preparation

The financial statements have been prepared on the accrual basis of accounting using the historical cost convention.

The accounting policies adopted in the preparation of the financial statements have been consistently applied throughout all periods presented unless otherwise stated.

The financial statements are presented in Australian dollars and all values are rounded to the nearest dollar.

Note 3. '*Judgements made by management in applying accounting policies*' discloses judgements that have been made in the process of applying the Commission's accounting policies resulting in the most significant effect on amounts recognised in the financial statements.

Note 4. '*Key sources of estimation uncertainty*' discloses key assumptions made concerning the future and other key sources of estimation uncertainty at the end of the reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

### (c) Reporting entity

The reporting entity comprises the Peel Development Commission.

### Vision

The Peel is a progressive, prosperous and dynamic region with a culture of care.

### Services

The Commission provides the following services:

#### *Service 1: Facilitation and Coordination*

Facilitate and coordinate regional development activities.

#### *Service 2: Advice and Information*

Provide advice and information on regional development activities or matters.

### (d) Contributed equity

AASB 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, to be designated by the Government (the owner) as contributions by owners (at the time of, or prior to transfer) before such transfers can be recognised as equity contributions. Capital appropriations have been designated as contributions by owners by TI 955 *Contributions by Owners made to Wholly Owned Public Sector Entities* and have been credited directly to Contributed Equity.

The transfer of net assets to/from other agencies, other than as a result of a restructure of administrative arrangements, are designated as contributions by owners where the transfers are non-discretionary and non-reciprocal.

### (e) Income

#### Revenue recognition

Revenue is recognised and measured at the fair value of consideration received or receivable. The following specific recognition criteria must also be met before revenue is recognised for the major business activities as follows:

#### *Service appropriations*

Service Appropriations are recognised as revenues at fair value in the period in which the Commission gains control of the appropriated funds. The Commission gains control of appropriated funds at

the time those funds are deposited to the bank account or credited to the 'Amounts receivable for services' (holding account) held at Treasury.

#### *Net Appropriation Determination*

The Treasurer may make a determination providing for prescribed receipts to be retained for services under the control of the Commission. In accordance with the determination specified in the 2015-16 Budget Statements, the Commission retained \$771 in 2016 (\$2,727 in 2015) from the following:

- proceeds from fees and charges; and
- the sale of goods.

#### *Grants, donations, gifts and other non-reciprocal contributions*

Revenue is recognised at fair value when the Commission obtains control over the assets comprising the contributions, usually when cash is received.

Other non-reciprocal contributions that are not contributions by owners are recognised at their fair value. Contributions of services are only recognised when a fair value can be reliably determined and the services would be purchased if not donated.

Royalties for Regions funds are recognised as revenue at fair value in the period in which the Commission obtains control over the funds. The Commission obtains control of the funds at the time the funds are deposited into the Commission's bank account.

### Gains

Gains and unrealised gains are usually recognised on a net basis. These include gains arising on the disposal of non-current assets and some revaluations of non-current assets.

### (f) Property, plant and equipment

#### Capitalisation/expensing of assets

Items of plant and equipment costing \$5,000 or more are recognised as assets and the cost of utilising assets is expensed (depreciated) over their useful lives. Items of 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).

### Initial recognition and measurement

All items of plant and equipment are initially recognised at cost.

For items of plant and equipment acquired at no cost or for nominal cost, the cost is the fair value at the date of acquisition.

### Subsequent measurement

Subsequent to initial recognition of an asset, property, plant and equipment is stated at historical cost less accumulated depreciation and accumulated impairment losses.

The most significant assumptions in estimating fair value are made in assessing whether to apply the existing use basis to assets and in determining estimated useful life. Professional judgement by the valuer is required where the evidence does not provide a clear distinction between market type assets and existing use assets.

### Depreciation

All non-current assets 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.

Depreciation is calculated using the straight line method, using rates which are reviewed annually. Estimated useful lives for each class of depreciable asset are:

	Years
Computing hardware	3
Furniture, fixtures & fittings	10
Communication and office equipment	5

## (g) Intangible assets

### Capitalisation/expensing of assets

Acquisitions of intangible assets costing \$5,000 or more and internally generated intangible assets costing \$50,000 or more are capitalised. The cost of utilising the assets is expensed (amortised) over their useful lives. Costs incurred below these thresholds are immediately expensed directly to the Statement of Comprehensive Income.

Intangible assets are initially recognised at cost. For assets acquired at no cost or for nominal cost, the cost is their fair value at the date of acquisition.

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

Amortisation for intangible assets with finite useful lives is calculated for the period of the expected benefit (estimated useful life which is reviewed annually) on the straight line basis. All intangible assets controlled by the Commission have a finite useful life and zero residual value.

### Computer software

Software that is an integral part of the related hardware is recognised as plant and equipment. Software that is not an integral part of the related hardware is recognised as an intangible asset. Software costing less than \$5,000 is expensed in the year of acquisition.

## (h) Impairment of assets

Property, plant and equipment and intangible assets are tested for any indication of impairment at the end of each reporting period. 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. As the Commission is a not-for-profit entity, unless an asset has been identified as a surplus asset, the recoverable amount is the higher of an asset's fair value less costs to sell and depreciated replacement cost.

The risk of impairment is generally limited to circumstances where an asset's depreciation is materially understated, where the replacement cost is falling or where there is a significant change in useful life. Each relevant class of assets is reviewed annually to verify that the accumulated depreciation/amortisation reflects the level of consumption or expiration of the asset's future economic benefits and to evaluate any impairment risk from falling replacement costs.



Intangible assets with an indefinite useful life and intangible assets not yet available for use are tested for impairment at the end of each reporting period irrespective of whether there is any indication of impairment.

The recoverable amount of assets identified as surplus assets is the higher of fair value less costs to sell and the present value of future cash flows expected to be derived from the asset. Surplus assets carried at fair value have no risk of material impairment where fair value is determined by reference to market-based evidence. Where fair value is determined by reference to depreciated replacement cost, surplus assets are at risk of impairment and the recoverable amount is measured. Surplus assets at cost are tested for indications of impairment at the end of each reporting period.

**(i) Leases**

The Commission holds operating leases for its office building and motor vehicles. Lease payments are expensed on a straight line basis over the lease term as this represents the pattern of benefits derived from the leased properties.

**(j) Financial instruments**

In addition to cash and bank overdraft, the Commission has two categories of financial instrument:

- Loans and receivables; and
- Financial liabilities measured at amortised cost.

Financial instruments have been disaggregated into the following classes:

**Financial Assets**

- Cash and cash equivalents
- Restricted cash and cash equivalents
- Receivables
- Amounts receivable for services

**Financial Liabilities**

- Payables

Initial recognition and measurement of financial instruments is at fair value, which normally equates to the transaction cost or the face value. Subsequent measurement is at amortised cost using the effective interest method.

The fair value of short-term receivables and payables is the transaction cost or the face value because there is no interest rate applicable and subsequent measurement is not required as the effect of discounting is not material.

**(k) Cash and cash equivalents**

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

**(l) Accrued salaries**

Accrued salaries (See **Note 19 'Payables'**) represent the amount due to staff but unpaid at the end of the financial year. Accrued salaries are settled within a fortnight of the financial year end. The Commission considers the carrying amount of accrued salaries to be equivalent to its fair value.

The accrued salaries suspense account (See **Note 14 'Restricted cash and cash equivalents'**) consists of amounts paid annually into a suspense account over a period of 10 financial years to largely meet the additional cash outflow in each eleventh year when 27 pay days occur instead of the normal 26. No interest is received on this account.

**(m) Amounts receivable for services (holding account)**

The Commission receives income from State Government partly in cash and partly as an asset (holding account receivable). The accrued amount appropriated is accessible on the emergence of the cash funding requirement to cover leave entitlements and asset replacement.

**(n) Receivables**

Receivables are recognised at original invoice amount less an allowance for any uncollectible amounts (i.e. impairment). The collectability of receivables is reviewed on an ongoing basis and any receivables identified as uncollectible are written off against the allowance account. The allowance for uncollectible amounts (doubtful debts) is raised when there is objective evidence that the Commission will not be able to collect the debts. The carrying amount is equivalent to fair value as it is due for settlement within 30 days.

**(o) Payables**

Payables are recognised when the Commission becomes obliged to make future payments as a result of a purchase of assets or services. The carrying amount is equivalent to fair value, as settlement is generally within 30 days.

**(p) Provisions**

Provisions are liabilities of uncertain timing or amount and are recognised where there is a present legal or constructive obligation as a result of a past event and when the outflow of resources embodying economic benefits is probable and a reliable estimate can be made of the amount of the obligation. Provisions are reviewed at the end of each reporting period.

**Provisions – employee benefits**

All annual leave and long service leave provisions are in respect of employees' services up to the end of the reporting period.

*Annual leave*

Annual leave is not expected to be settled wholly within 12 months after the end of the reporting period and is therefore considered to be 'other long-term employee benefits'. The annual leave liability is recognised and measured at the present value of amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

When assessing expected future payments consideration is given to expected future wage and salary levels including non-salary components such as employer superannuation contributions, as well as the experience of employee departures and periods of service. The expected future payments are 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.

The provision for annual leave is classified as a current liability as the Commission does not have an unconditional right to defer settlement of the liability for at least 12 months after the reporting period.

*Long service leave*

The liability for long service leave that is expected to be settled within 12 months after the end of the reporting period is recognised and measured at the undiscounted amounts expected to be paid when the liability is settled.

Long service leave that is not expected to be settled within 12 months after the end of the reporting period is recognised and measured at the present value of amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

When assessing expected future payments consideration is given to expected future wage and salary levels including non-salary components such as employer superannuation contributions, as well as the experience of employee departures and periods of service. The expected future payments are 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.

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

#### *Deferred leave*

The provision for deferred leave relates to Public Service employees who have entered into an agreement to self-fund an additional 12 months leave in the fifth year of the agreement. The provision recognises the value of salary set aside for employees to be used in the fifth year. This liability is measured on the same basis as annual leave. Deferred leave is reported as a current provision as employees can leave the scheme at their discretion at any time.

#### *Purchased leave*

The provision for purchased leave relates to Public Service employees who have entered into an agreement to self-fund up to an additional 10 weeks leave per calendar year. The provision recognises the value of salary set aside for employees and is measured at the undiscounted amounts expected to be paid when the liabilities are settled.

#### *Superannuation*

The Government Employees Superannuation Board (GESB) and other funds administer public sector superannuation arrangements in Western Australia in accordance with legislative requirements. Eligibility criteria for membership in particular schemes for public sector employees varies according to commencement and implementation dates.

Eligible employees may contribute to the Pension Scheme, a defined benefit pension scheme now closed to new members since 1987 or the Gold State Superannuation Scheme (GSS), a defined benefit lump sum scheme also closed to new members since 1995.

Employees commencing employment prior to 16 April 2007 who were not members of either the Pension Scheme or the GSS became non-contributory members of the West State Superannuation Scheme (WSS). Employees commencing employment on or after 16 April 2007 became members of the GESB Super Scheme (GESBS). From 30 March 2012, existing members of the WSS or GESBS and new employees have been able to choose their preferred superannuation fund provider.

The Commission makes contributions to GESB or other fund providers on behalf of employees in compliance with the Commonwealth Government's *Superannuation Guarantee (Administration) Act 1992*. Contributions to these accumulation schemes extinguish the Commission's liability for superannuation charges in respect of employees who are not members of the Pension Scheme or GSS.

The GSS is a defined benefit scheme for the purpose of employees and whole-of-government reporting. However, it is a defined contribution plan for agency purposes because the concurrent contributions (defined contributions) made by the Commission to GESB extinguishes the agency's obligations to the related superannuation liability.

The Commission has no liabilities under the Pension Scheme or the GSS. The liabilities for the unfunded Pension Scheme and the unfunded GSS transfer benefits attributable to members who transferred from the Pension Scheme, are assumed by the Treasurer. All other GSS Scheme obligations are funded by concurrent contributions made by the Commission to the GESB.

The GESB makes all benefit payments in respect of the Pension Scheme and GSS, and is recouped from the Treasurer for the employer's share.

### Provisions – other

#### *Employment on-costs*

Employment on-costs, including workers' compensation insurance, are not employee benefits and are recognised separately as liabilities and expenses when the employment to which they relate has occurred. Employment on-costs are included as part of 'Other expenses' and are not included as part of the Commission's 'Employee benefits expense'. The related liability is included in 'Employment on-costs provision'.

#### **(q) Superannuation expense**

The superannuation expense in the Statement of Comprehensive Income comprises employer contributions paid to the GSS (concurrent contributions), WSS, the GESBS, or other superannuation funds. The employer contribution paid to the GESB in respect of the GSS is paid back into the consolidated Account by the GESB.

#### **(r) Assets and services received free of charge or for nominal cost**

Assets and services received free of charge or for nominal cost that the Commission would otherwise purchase if not donated, are recognised as income at the fair value of the assets or services where they can be reliably measured. A corresponding expense is recognised for services received. Receipts of assets are recognised in the Statement of Financial Position.

Assets or services received from other State Government agencies are separately disclosed under Income from State Government in the Statement of Comprehensive Income.

#### **(s) Comparative figures**

Comparative figures are, where appropriate, reclassified to be comparable with the figures presented in the current financial year.

### **Note 3.** Judgments made by management in applying accounting policies

The preparation of financial statements requires management to make judgments about the application of accounting policies that have a significant effect on the amounts recognised in the financial statements. The Commission evaluates these judgments regularly.

#### **Operating lease commitments**

The Commission has entered into a lease for a building used for office accommodation. It has been determined that the lessor retains substantially all the risks and rewards incidental to ownership. Accordingly, this lease has been classified as an operating lease.

### **Note 4.** Key sources of estimation uncertainty

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

#### **Long Service Leave**

Several estimations and assumptions used in calculating the Commission's long service leave provision 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.



**Note 5.** Disclosure of changes in accounting policy and estimates**Initial application of an Australian Accounting Standard**

The Commission has applied the following Australian Accounting Standards effective, or adopted, for annual reporting periods beginning on or after 1 July 2015 that impacted on the Commission.

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**AASB 2013-9** *Amendments to Australian Accounting Standards – Conceptual Framework, Materiality and Financial Instruments*

Part C of this Standard defers the application of AASB 9 to 1 January 2017. The application date of AASB 9 was subsequently deferred to 1 January 2018 by AASB 2014-1. The Commission has not yet determined the application or the potential impact of AASB 9.

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**AASB 2014-8** *Amendments to Australian Accounting Standards arising from AASB 9 (December 2014) – Application of AASB 9 (December 2009) and AASB 9 (December 2010) [AASB 9 (2009 & 2010)]*

This Standard makes amendments to AASB 9 *Financial Instruments* (December 2009) and AASB 9 *Financial Instruments* (December 2010), arising from the issuance of AASB 9 *Financial Instruments* in December 2014. The Commission has not yet determined the application or the potential impact of AASB 9.

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**AASB 2015-3** *Amendments to Australian Accounting Standards arising from the withdrawal of AASB 1031 Materiality*

This Standard completes the withdrawal of references to AASB 1031 in all Australian Accounting Standards and Interpretations, allowing that Standard to effectively be withdrawn. There is no financial impact.

### Future impact of Australian Accounting Standards not yet operative

The Commission cannot early adopt an Australian Accounting Standard unless specifically permitted by TI 1101 *Application of Australian Accounting Standards and Other Pronouncements* or by an exemption from TI 1101. By virtue of a limited exemption, the Commission has early adopted AASB 2015-7 *Amendments to Australian Accounting Standards – Fair Value Disclosures of Not-for-Profit Public Sector Entities*. Where applicable, the Commission plans to apply the following Australian Accounting Standards from their application date.

		Operative for reporting periods beginning on/after
<b>AASB 9</b>	<p><i>Financial Instruments</i></p> <p>This Standard supersedes AASB 139 <i>Financial Instruments: Recognition and Measurement</i>, introducing a number of changes to accounting treatments.</p> <p>The mandatory application date of this Standard is currently 1 January 2018 after being amended by AASB 2012-6, AASB 2013-9, and AASB 2014-1 <i>Amendments to Australian Accounting Standards</i>. The Commission has not yet determined the application or the potential impact of the Standard.</p>	1 Jan 2018
<b>AASB 15</b>	<p><i>Revenue from Contracts with Customers</i></p> <p>This Standard establishes the principles that the Commission shall apply to report useful information to users of financial statements about the nature, amount, timing and uncertainty of revenue and cash flows arising from a contract with a customer. The Commission has not yet determined the application or the potential impact of the Standard.</p>	1 Jan 2018
<b>AASB 16</b>	<p><i>Leases</i></p> <p>This Standard introduces a single lessee accounting model and requires a lessee to recognise assets and liabilities for all leases with a term of more than 12 months, unless the underlying asset is of low value. The Commission has not yet determined the application or the potential impact of the Standard.</p>	1 Jan 2019
<b>AASB 1057</b>	<p><i>Application of Australian Accounting Standards</i></p> <p>This Standard lists the application paragraphs for each other Standard (and Interpretation), grouped where they are the same. There is no financial impact.</p>	1 Jan 2016
<b>AASB 2010-7</b>	<p><i>Amendments to Australian Accounting Standards arising from AASB 9 (December 2010) [AASB 1, 3, 4, 5, 7, 101, 102, 108, 112, 118, 120, 121, 127, 128, 131, 132, 136, 137, 139, 1023 &amp; 1038 and Int 2, 5, 10, 12, 19 &amp; 127]</i></p> <p>This Standard makes consequential amendments to other Australian Accounting Standards and Interpretations as a result of issuing AASB 9 in December 2010.</p> <p>The mandatory application date of this Standard has been amended by AASB 2012-6 and AASB 2014-1 to 1 January 2018. The Commission has not yet determined the application or the potential impact of the Standard.</p>	1 Jan 2018

		Operative for reporting periods beginning on/after
<b>AASB 2014-1</b>	<p><i>Amendments to Australian Accounting Standards</i></p> <p>Part E of this Standard makes amendments to AASB 9 and consequential amendments to other Standards. It has not yet been assessed by the Commission to determine the application or potential impact of the Standard.</p>	1 Jan 2018
<b>AASB 2014-3</b>	<p><i>Amendments to Australian Accounting Standards – Accounting for Acquisitions of Interests in Joint Operations [AASB 1 &amp; 11]</i></p> <p>The Commission establishes Joint Operations in pursuit of its objectives and does not routinely acquire interests in Joint Operations. Therefore, there is no financial impact on application of the Standard</p>	1 Jan 2016
<b>AASB 2014-4</b>	<p><i>Amendments to Australian Accounting Standards – Clarification of Acceptable Methods of Depreciation and Amortisation [AASB 116 &amp; 138]</i></p> <p>The adoption of this Standard has no financial impact for the Commission as depreciation and amortisation is not determined by reference to revenue generation, but by reference to consumption of future economic benefits.</p>	1 Jan 2016
<b>AASB 2014-5</b>	<p><i>Amendments to Australian Accounting Standards arising from AASB 15</i></p> <p>This Standard gives effect to the consequential amendments to Australian Accounting Standards (including Interpretations) arising from the issuance of AASB 15. The mandatory application date of this Standard has been amended by AASB 2015-8 to 1 January 2018. The Commission has not yet determined the application or the potential impact of the Standard.</p>	1 Jan 2018
<b>AASB 2014-7</b>	<p><i>Amendments to Australian Accounting Standards arising from AASB 9 (December 2014)</i></p> <p>This Standard gives effect to the consequential amendments to Australian Accounting Standards (including Interpretations) arising from the issuance of AASB 9 (December 2014). The Commission has not yet determined the application or the potential impact of the Standard.</p>	1 Jan 2018
<b>AASB 2014-9</b>	<p><i>Amendments to Australian Accounting Standards – Equity Method in Separate Financial Statements [AASB 1, 127 &amp; 128]</i></p> <p>This Standard amends AASB 127, and consequentially amends AASB 1 and AASB 128, to allow entities to use the equity method of accounting for investments in subsidiaries, joint ventures and associates in their separate financial statements. The Commission has not yet determined the application or the potential impact of the Standard.</p>	1 Jan 2016

		Operative for reporting periods beginning on/after
<b>AASB 2014-10</b>	<p><i>Amendments to Australian Accounting Standards – Sale or Contribution of Assets between an Investor and its Associate or Joint Venture [AASB 10 &amp; 128]</i></p> <p>This Standard amends AASB 10 and AASB 128 to address an inconsistency between the requirements in AASB 10 and those in AASB 128 (August 2011), in dealing with the sale or contribution of assets between an investor and its associate or joint venture. The Commission has not yet determined the application or the potential impact of the Standard.</p>	1 Jan 2016
<b>AASB 2015-1</b>	<p><i>Amendments to Australian Accounting Standards – Annual Improvements to Australian Accounting Standards 2012-2014 Cycle [AASB 1, 2, 3, 5, 7, 11, 110, 119, 121, 133, 134, 137 &amp; 140]</i></p> <p>These amendments arise from the issuance of International Financial Reporting Standard Annual Improvements to IFRSs 2012-14 Cycle in September 2014, and editorial corrections. The Commission has determined that the application of the Standard has no financial impact.</p>	1 Jan 2016
<b>AASB 2015-2</b>	<p><i>Amendments to Australian Accounting Standards – Disclosure Initiative: Amendments to AASB 101 [AASB 7, 101, 134 &amp; 1049]</i></p> <p>This Standard amends AASB 101 to provide clarification regarding the disclosure requirements in AASB 101. Specifically, the Standard proposes narrow-focus amendments to address some of the concerns expressed about existing presentation and disclosure requirements and to ensure entities are able to use judgement when applying a Standard in determining what information to disclose in their financial statements. There is no financial impact.</p>	1 Jan 2016
<b>AASB 2015-6</b>	<p><i>Amendments to Australian Accounting Standards – Extending Related Party Disclosures to Not-for-Profit Public Sector Entities [AASB 10, 124 &amp; 1049]</i></p> <p>The amendments extend the scope of AASB 124 to include application by not-for-profit public sector entities. Implementation guidance is included to assist application of the Standard by not-for-profit public sector entities. There is no financial impact.</p>	1 Jul 2016
<b>AASB 2015-8</b>	<p><i>Amendments to Australian Accounting Standards – Effective Date of AASB 15</i></p> <p>This Standard amends the mandatory effective date (application date) of AASB 15 <i>Revenue from Contracts with Customers</i> so that AASB 15 is required to be applied for annual reporting periods beginning on or after 1 January 2018 instead of 1 January 2017. The Commission has not yet determined the application or the potential impact of AASB 15.</p>	1 Jan 2017



		Operative for reporting periods beginning on/after
<b>AASB 2015-10</b>	<i>Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 &amp; 128</i>	1 Jan 2016
	<p>This Standard defers the mandatory effective date (application date) of amendments to AASB 10 &amp; 128 that were originally made in ASB 2014-10 so that the amendments are required to be applied for annual reporting periods beginning on or after 1 January 2018 instead of 1 January 2016. The Commission has not yet determined the application or the potential impact of AASB 2014-10.</p>	
<b>AASB 2016-2</b>	<i>Amendments to Australian Accounting Standards – Disclosure Initiative: Amendments to AASB 107</i>	1 Jan 2017
	<p>This Standard amends AASB 107 <i>Statement of Cash Flows</i> (August 2015) to require disclosures that enable users of financial statements to evaluate changes in liabilities arising from financing activities, including both changes arising from cash flows and non-cash changes. There is no financial impact.</p>	
<b>AASB 2016-3</b>	<i>Amendments to Australian Accounting Standards – Clarifications to AASB 15</i>	1 Jan 2018
	<p>This Standard clarifies identifying performance obligations, principal versus agent considerations, timing of recognising revenue from granting a licence and provides further transitional provisions to AASB 15. The Commission has not yet determined the application or the potential impact.</p>	

**Note 6.** Employee benefits expense

	2016 \$	2015 \$
Wages and salaries <sup>(a)</sup>	1,367,589	1,169,895
Superannuation – defined contribution plans <sup>(b)</sup>	118,058	125,614
Other related expenses	24,874	8,104
	<b>1,510,521</b>	<b>1,303,613</b>

<sup>(a)</sup> Includes the value of the fringe benefit to the employee plus the fringe benefits tax component, leave entitlements including superannuation contribution component.

<sup>(b)</sup> Defined contribution plans include West State, Gold State, GESB Super Scheme (contributions paid) and other eligible funds.

Employment on-costs expenses, such as workers' compensation insurance, are included at **Note 11 'Other Expenses'**.

Employment on-costs liability is included at **Note 20 'Provisions'**.

**Note 7.** Supplies and services

	2016 \$	2015 \$
Communications	24,669	23,002
Consultants and contractors	581,244	513,616
Consumables	65,889	43,216
Vehicle lease costs	9,196	4,142
Travel	8,636	7,559
Other	79,101	42,915
	<b>768,735</b>	<b>634,450</b>

**Note 8.** Depreciation expense

	2016 \$	2015 \$
Office equipment	0	896
Communication equipment	2,967	3,237
Computer hardware	4,760	14,143
Furniture fixtures and fittings	1,436	1,436
<b>Total depreciation</b>	<b>9,163</b>	<b>19,712</b>

**Note 9.** Accommodation expenses

	2016 \$	2015 \$
Lease rental	163,645	154,399
Cleaning	12,994	14,239
	<b>176,639</b>	<b>168,638</b>

**Note 10.** Grants & subsidies

	2016 \$	2015 \$
Grants and subsidies	706,646	1,154,184
<b>Recurrent</b>		
Royalties for Regions – Regional Grants Scheme	260,500	784,400
Royalties for Regions – Community Chest Fund	210,914	369,784
Grants to local governments	183,232	0
Grants to other agencies	52,000	0
	<b>706,646</b>	<b>1,154,184</b>

**Note 11.** Other expenses

	2016 \$	2015 \$
Audit fee	38,100	34,400
Insurance – workers' compensation	5,380	3,568
Other expenses <sup>(a)</sup>	(162)	806
	<b>43,318</b>	<b>38,774</b>

<sup>(a)</sup> Includes other insurances and employment oncost adjustments.

**Note 12.** Other revenue

	2016 \$	2015 \$
Recoups – other <sup>(a)</sup>	771	2,727
	<b>771</b>	<b>2,727</b>

<sup>(a)</sup> Includes income from the sale of surplus equipment in 2015-16 and the Peel Unearthed event in 2014-15.

**Note 13. Income from State Government**

	2016 \$	2015 \$
Appropriation received during the period:		
Service appropriation <sup>(a)</sup>	224,000	219,000
	<b>224,000</b>	<b>219,000</b>
Resources received free of charge from other State Government agencies during the year <sup>(b)</sup>		
Department of Finance – Building and Management Works	9,262	8,507
	<b>9,262</b>	<b>8,507</b>
Other state grants <sup>(c)</sup>	170,688	0
	<b>170,688</b>	<b>0</b>
Royalties for Regions Fund:		
Regional Community Services	833,333	1,162,556
Regional and State-wide	1,623,000	1,578,000
Growing Our South	329,642	0
	<b>2,785,975</b>	<b>2,740,556</b>
	<b>3,189,925</b>	<b>2,968,063</b>

<sup>(a)</sup> Service appropriation revenue comprises two cash components; a nominal allocation from Treasury to fund compliance costs and amounts authorised under the *Salaries and Allowances Act 1975* to fund the salary expense costs of the Chief Executive Officer.

<sup>(b)</sup> Assets or services received free of charge or for nominal cost are recognised as revenue at fair value of the assets and/or services that can be reliably measured and which would have been purchased if they were not donated. Contributions of assets or services in the nature of contributions by owners are recognised direct to equity.

<sup>(c)</sup> Grant from the Public Sector Commission to fund employment termination costs.



**Note 14.** Restricted cash and cash equivalents

	2016 \$	2015 \$
<b>Current</b>		
Royalties for Regions Fund <sup>(a)</sup>	228,819	139,637
Accrued salaries suspense account <sup>(b)</sup>	0	45,143
	<b>228,819</b>	<b>184,780</b>
<b>Non-current</b>		
Accrued salaries suspense account <sup>(b)</sup>	0	0
	<b>0</b>	<b>0</b>

<sup>(a)</sup> Unspent funds are committed to projects and programs in WA regional areas.  
<sup>(b)</sup> Funds held in the suspense account are used only for the purpose of meeting the 27th pay in a financial year that occurs every 11 years.

**Note 15.** Receivables

	2016 \$	2015 \$
<b>Current</b>		
Receivables	7,577	4,909
GST receivable	90,506	110,190
<b>Total current</b>	<b>98,083</b>	<b>115,099</b>

**Note 16.** Amounts receivable for services (Holding Account)

	2016 \$	2015 \$
<b>Non-current</b>	134,000	134,000
<b>Total non-current</b>	<b>134,000</b>	<b>134,000</b>

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.

**Note 17.** Property, plant and equipment

	2016 \$	2015 \$
<b>Office equipment</b>		
At cost	0	13,103
Accumulated depreciation	0	(13,103)
	0	0
<b>Communication equipment</b>		
At cost	0	16,183
Accumulated depreciation	0	(13,216)
	0	2,967
<b>Furniture fixtures and fittings</b>		
At cost	14,864	14,864
Accumulated depreciation	(11,393)	(9,957)
	3,471	4,907
<b>Computer hardware</b>		
At cost	48,061	76,005
Accumulated depreciation	(44,096)	(67,280)
	3,965	8,725
<b>Total property, plant and equipment</b>	<b>7,436</b>	<b>16,599</b>

All property, plant and equipment is measured at cost.

Reconciliations of the carrying amounts of plant and equipment at the beginning and end of the reporting period are set out in the table below:

	Office equipment	Communication equipment	Furniture fixtures & fittings	Computer hardware	Total
	\$	\$	\$	\$	\$
<b>2015</b>					
Carrying amount at start of year	895	6,202	6,344	22,868	36,309
Additions					0
Disposals					0
Depreciation	(895)	(3,235)	(1,437)	(14,143)	(19,710)
Carrying amount at end of year	<b>0</b>	<b>2,967</b>	<b>4,907</b>	<b>8,725</b>	<b>16,599</b>
<b>2016</b>					
Carrying amount at start of year	0	2,967	4,907	8,725	16,599
Additions					0
Disposals					0
Depreciation	0	(2,967)	(1,436)	(4,760)	(9,163)
Carrying amount at end of year	<b>0</b>	<b>0</b>	<b>3,471</b>	<b>3,965</b>	<b>7,436</b>

### Note 18. Impairment of assets

There were no indications of impairment to plant and equipment, and intangible assets at 30 June 2016.

The Commission held no goodwill or intangible assets with an indefinite useful life during the reporting period. At the end of the reporting period there were no intangible assets not yet available for use.

All surplus assets at 30 June 2016 have either been classified as assets held for sale or written-off.

### Note 19. Payables

	2016 \$	2015 \$
<b>Current</b>		
Accrued salaries	0	36,557
Accrued expense	9,613	0
Other payables	5,887	6,723
<b>Total current</b>	<b>15,500</b>	<b>43,280</b>

**Note 20. Provisions**

	2016 \$	2015 \$
<b>Current</b>		
<i>Employee benefits provision</i>		
Annual leave <sup>(a)</sup>	82,893	76,691
Long service leave <sup>(b)</sup>	92,821	188,778
Purchased leave <sup>(c)</sup>	(20)	(132)
	175,694	265,337
<i>Other provisions</i>		
Employment on-costs <sup>(d)</sup>	1,237	1,885
	1,237	1,885
	<b>176,931</b>	<b>267,222</b>
<b>Non-current</b>		
<i>Employee benefits provision</i>		
Long service leave <sup>(b)</sup>	28,877	31,229
	<b>28,877</b>	<b>31,229</b>
<i>Other provisions</i>		
Employment on-costs <sup>(d)</sup>	211	226
	<b>211</b>	<b>226</b>
	<b>29,088</b>	<b>31,455</b>

- (a) Annual leave liabilities have been classified as current as there is no unconditional right to defer settlement for at least 12 months after the end of the reporting period. Assessments indicate that actual settlement of the liabilities is expected to occur as follows:

	2016 \$	2015 \$
Within 12 months of the end of the reporting period	67,341	65,596
More than 12 months after the end of the reporting period	15,552	11,095
	<b>82,893</b>	<b>76,691</b>



- (b) Long service leave liabilities have been classified as current where there is no unconditional right to defer settlement for at least 12 months after the end of the reporting period. Assessments indicate that actual settlement of the liabilities is expected to occur as follows:

	2016 \$	2015 \$
Within 12 months of the end of the reporting period	63,613	117,749
More than 12 months after the end of the reporting period	58,085	102,258
	<b>121,698</b>	<b>220,007</b>

- (c) Purchased leave scheme liabilities have been classified as current where there is no unconditional right to defer settlement for at least 12 months after the end of the reporting period. Actual settlement of liabilities is expected to occur as follows:

	2016 \$	2015 \$
Within 12 months of the end of the reporting period	(20)	(132)
	<b>(20)</b>	<b>(132)</b>

- (d) The settlement of annual and long service leave liabilities gives rise to the payment of employment on-costs including worker's compensation insurance. The provision is the present value of expected future payments.

The associated expense, apart from unwinding of the discount (finance cost), is disclosed in **Note 11 'Other expenses'**.

#### Movements in other provisions

Movements in each class of provisions during the financial year, other than employee benefits, are set out below.

	2016 \$	2015 \$
<b>Employment on-cost provision</b>		
Carrying amount at start of period	2,111	1,807
Additional provisions recognised	(663)	304
<b>Carrying amount at end of period</b>	<b>1,448</b>	<b>2,111</b>

## Note 21. Equity

The Western Australian Government holds the equity interest in the Commission on behalf of the community. Equity represents the residual interest in the net assets of the Commission.

### Contributed equity

	2016 \$	2015 \$
Balance at start of period	0	137,770
<i>Distributions to owners</i>		
Transfers to DRD	0	(157,318)
<b>Total distributions to owners</b>	<b>0</b>	<b>(157,318)</b>
Transfer of debit balance to accumulated surplus	0	19,548
<b>Balance at end of period</b>	<b>0</b>	<b>0</b>
<b>Accumulated surplus/(deficit)</b>		
Balance at start of period	1,165,397	1,533,526
Result for the period	(24,323)	(348,581)
Transfer of debit balance to accumulated surplus	0	(19,548)
<b>Balance at end of period</b>	<b>1,141,074</b>	<b>1,165,397</b>
<b>Total equity at end of period</b>	<b>1,141,074</b>	<b>1,165,397</b>

## Note 22. Notes to the statement of cash flows

### Reconciliation of cash

Cash at the end of the financial year as shown in the Statement of Cash Flows is reconciled to the related items in the Statement of Financial Position as follows:

	2016 \$	2015 \$
Cash and cash equivalents	894,255	1,056,876
Restricted cash and cash equivalents (refer to <b>Note 14 'Restricted cash and cash equivalents'</b> )	228,819	184,780
	<b>1,123,074</b>	<b>1,241,656</b>

**Reconciliation of net cost of services to net cash flows provided by/(used in) operating activities**

	2016 \$	2015 \$
Net cost of services	(3,214,250)	(3,316,644)
<b>Non-cash items:</b>		
Depreciation expense	9,163	19,712
Bad debts expense	0	0
Resources received free of charge	9,262	8,507
<b>(Increase)/decrease in assets:</b>		
Current receivables <sup>(a)</sup>	(2,667)	358
<b>Increase/(decrease) in liabilities:</b>		
Current payables <sup>(a)</sup>	(30,592)	13,949
Other payables	0	(157,318)
Current provisions	(90,290)	31,689
Non-current provisions	(2,366)	9,815
Net GST receipts/(payments) <sup>(b)</sup>	22,495	(62,268)
Change in GST in receivables/payables <sup>(c)</sup>		
<b>Net cash provided by/(used in) operating activities</b>	<b>(3,299,245)</b>	<b>(3,452,200)</b>
<sup>(a)</sup> Note that the Australian Taxation Office (ATO) receivable/payable in respect of GST and the receivable/payable in respect of the sale/purchase of non-current assets are not included in these items as they do not form part of the reconciling items. <sup>(b)</sup> This is the net GST paid/received, i.e. cash transaction. <sup>(c)</sup> This reverses out the GST in receivables and payables.		

**Note 23. Commitments**

	2016 \$	2015 \$
Commitments for minimum lease payments are payable as follows:		
Within 1 year	36,519	97,765
Later than 1 year and not later than 5 years	15,424	24,642
More than 5 years	0	0
	<b>51,943</b>	<b>122,407</b>

The commitments below are exclusive of GST.

Other expenditure commitments contracted for at the end of the reporting period but not recognised as liabilities, are payable as follows:

	2016 \$	2015 \$
Within 1 year	43,424	22,000
Later than 1 year and not later than 5 years	41,620	0
Later than 5 years	0	0
	<b>85,044</b>	<b>22,000</b>

**Note 24.** Contingent liabilities and contingent assets

There are no contingent liabilities or contingent assets as at 30 June 2016.

**Note 25.** Events occurring after the end of the reporting period

There were no events occurring after the end of the reporting date that impacted on the financial statements.

## Note 26. Explanatory statement

This statement provides details of any significant variations between estimates (original budget) and actual results for 2016 and between actual results for 2016 and 2015 are shown below. Narratives are provided for key variations selected from observed major variances, which are generally greater than:

- 5% and \$48,800 for the Statement of Comprehensive Income and Statement of Cash Flows
- 5% and \$22,460 for the Statement of Financial Position.

### Income Statement

	2016 budget	2016 actual	2015 actual	Variance budget 2016 to actual 2016	Note	Variance actual 2016 to actual 2015	Note
	\$000's	\$000's	\$000's	\$000's		\$000's	
<b>Expenses</b>							
Employee benefits	1,343	1,511	1,304	(168)	1	207	1
Grants and subsidies	556	707	1,154	(151)	2	(447)	2
Supplies and services	330	769	634	(439)	3	135	3
Accommodation	177	177	169	0		8	
Depreciation & amortisation	4	9	20	(5)		(11)	
Other expenses	30	42	40	(12)		2	
<b>Total cost of services</b>	<b>2,440</b>	<b>3,215</b>	<b>3,321</b>	<b>(775)</b>		<b>(106)</b>	
<b>Income</b>							
Other revenue	30	1	3	29		(2)	
Income from State Government							
Service appropriations	224	224	219	0		5	
Resources provided free of charge	6	9	9	(3)		0	
Royalties for Regions Fund	556	1,163	1,163	(607)	4	0	
Regional & state-wide initiatives	1,623	1,623	1,578	0		45	
Other grants	0	171	0	(171)	5	171	5
<b>Total income</b>	<b>2,439</b>	<b>3,191</b>	<b>2,972</b>	<b>(752)</b>		<b>219</b>	
<b>Surplus/deficiency for the period</b>	<b>(1)</b>	<b>(24)</b>	<b>(349)</b>	<b>23</b>		<b>325</b>	

#### Notes:

1. Employee benefits have increased because of termination payments to former employees (\$171,000).
2. The budget for 2015-16 did not include Community Chest Fund (CCF) grants paid in June 2016 (\$224,000). Grants in 2014-15 included grants from the previous funding round of the Regional Grants Scheme (RGS) of \$284,000, the 2014-15 RGS (\$500,000) and the 2014-15 CCF (\$370,000). The grant payments in 2015-16 comprised the 2014-15 RGS (\$400,500), the 2016 CCF (\$224,000) and payments to other recipients (\$82,000).
3. Supplies and services includes payments to consultants to finalise the *Peel Regional Investment Blueprint* and to progress legacy projects from the Blueprint, including the Nambeelup Business Park, Peel Secure Housing and Employment Initiative and the Peel Tourism Hospitality and Events Training Centre.
4. Grant income includes funds relating to the Community Chest Fund (\$278,000) and the Growing Our South initiative (\$330,000)
5. Other revenue includes a grant from the Public Sector Commission to fund termination payments to former employees (\$171,000).



**Statement of Financial Position**

	2016 budget	2016 actual	2015 actual	Variance budget 2016 to actual 2016	Note	Variance actual 2016 to actual 2015	Note
	\$000's	\$000's	\$000's	\$000's		\$000's	
<b>Current assets</b>							
Cash	839	894	1,057	(55)	1	(163)	1
Restricted cash	33	229	185	(196)	2	44	2
Receivables	55	99	114	(44)	3	(15)	
<b>Total current assets</b>	<b>927</b>	<b>1,222</b>	<b>1,356</b>	<b>(295)</b>		<b>(134)</b>	
<b>Non-current assets</b>							
Holding account receivables	134	134	134	0		0	
Property plant & equipment	17	7	17	10		(10)	
Restricted cash	45	0	0	45	4	0	
<b>Total non-current assets</b>	<b>196</b>	<b>141</b>	<b>151</b>	<b>55</b>		<b>(10)</b>	
<b>Total assets</b>	<b>1,123</b>	<b>1,363</b>	<b>1,507</b>	<b>(240)</b>		<b>(144)</b>	
<b>Current liabilities</b>							
Payables	32	16	43	16		(27)	5
Provisions	234	177	268	57	6	(91)	6
<b>Total current liabilities</b>	<b>266</b>	<b>193</b>	<b>311</b>	<b>73</b>		<b>(118)</b>	
<b>Non-current liabilities</b>							
Employee provisions	21	29	31	(8)		(2)	
<b>Total liabilities</b>	<b>287</b>	<b>222</b>	<b>342</b>	<b>65</b>		<b>(120)</b>	
<b>Equity</b>							
Contributed equity	11	0	0	11		0	
Accumulated surplus/(deficit)	825	1,141	1,165	(316)	7	(24)	7
<b>Total equity</b>	<b>836</b>	<b>1,141</b>	<b>1,165</b>	<b>(305)</b>		<b>(24)</b>	
<b>Total liabilities &amp; equity</b>	<b>1,123</b>	<b>1,363</b>	<b>1,507</b>	<b>(240)</b>		<b>(144)</b>	

**Notes:**

- Consolidated Funds have been used to pay for the unfunded element of employee terminations (\$110,600) and an unbudgeted contribution to the Department for Regional Development (\$52,000) in 2015-16.
- The profile of expenditure on projects funded from restricted cash in 2015-16 has been different to that as set out in the budget and for the actual 2014-15.
- The GST receivable in 2015-16 is higher than budgeted because of payments made to recipients of the Regional Grants Scheme and Community Chest Fund that include GST that is subsequently reclaimed from the ATO.
- Restricted cash has been used in 2015-16 to fund the impact of the 27th pay in 2015-16.
- Payables are lower in 2015-16 than 2014-15 because there is no need to accrue salaries at the end of the year. This is because the final payroll was on 30 June 2016.
- Provisions are lower in 2015-16 because Long Service Leave provisions have been reduced as staff with high entitlement to long service leave have left the Commission.
- The budget anticipated a higher reduction in Consolidated Funds than was actually achieved in 2015-16. As explained in Note 1 above the Commission performed better than expected in terms of maintaining expenditure within the budget. The deficit itself has reduced the surplus carried forward from 2014-15.

**Statement of Cash Flows**

	2016 budget	2016 actual	2015 actual	Variance budget 2016 to actual 2016	Note	Variance actual 2016 to actual 2015	Note
	\$000's	\$000's	\$000's	\$000's		\$000's	
<b>Cash flows from State Government</b>							
Service appropriations	224	224	219	0		5	
Royalties for Regions Fund	2,179	2,786	2,741	(607)	1	45	1
Other grants	0	171	0	(171)	2	171	2
<b>Net Cash from State Government</b>	<b>2,403</b>	<b>3,181</b>	<b>2,960</b>	<b>(778)</b>		<b>221</b>	
<b>Cash flows from operating activities</b>							
<b>Payments</b>							
Employee benefits	(1,321)	(1,636)	(1,244)	315	3	(392)	3
Grants & subsidies	(556)	(707)	(1,154)	151	4	447	4
Supplies & services	(223)	(765)	(638)	542	5	(127)	5
Accommodation	(157)	(177)	(160)	20		(17)	
Other payments	(523)	(252)	(350)	(271)	6	98	6
<b>Receipts</b>							
GST receipts	380	231	91	149	7	140	7
Other receipts	0	6	3	(6)		3	
<b>Net cash from operating activities</b>	<b>(2,400)</b>	<b>(3,300)</b>	<b>(3,452)</b>	<b>900</b>		<b>152</b>	
<b>Cash flows from investing activities</b>							
Purchase of non-current assets	0	0	0	0		0	
<b>Net cash from investing activities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	
<b>Net increase/(decrease) in cash</b>	<b>3</b>	<b>(119)</b>	<b>(492)</b>	<b>122</b>		<b>373</b>	
Cash assets at start of period	914	1,242	1,734	(328)	8	(492)	8
Net cash transferred to other agencies	0	0	0	0		0	
<b>Cash assets at end of period</b>	<b>917</b>	<b>1,123</b>	<b>1,242</b>	<b>(206)</b>		<b>(119)</b>	

**Notes:**

- Additional funding was received in 2015-16 in respect of the Community Chest Fund (\$278,000) and the Growing Our South Initiative (\$330,000) that was not included in the 2015-16 budget.
- Other grants relate the grant from the Public Sector Commission to fund the termination costs of former employees (\$171,000).
- There has been higher expenditure on employee benefits in 2015-16 resulting from termination payments to former employees (\$171,000) and their associated leave liabilities (\$100,300).
- Grants in 2015-16 included Community Chest Fund grants not included in the 2015-16 budget (\$224,000). Grants in 2014-15 included grants from the previous funding round of the Regional Grants Scheme (\$284,000).
- Supplies and services includes payments to consultants to finalise the *Peel Regional Investment Blueprint* and to progress legacy projects from the Blueprint.
- Most of the budget variation results from a different profile for assumed GST payments to that actually paid in 2015-16 (\$206,000).
- Most of the budget variation results from a different profile for assumed GST payments to that actually paid in 2015-16. GST receipts in 2015-16 were higher than 2014-15 as a result of significant grant payments made during the year and the resultant reclaim of GST paid (\$97,500).
- Cash is higher than budgeted because the use of restricted cash has been delayed by projects taking longer to complete than expected. Cash has reduced from 2014-15 because of the use of Restricted Cash to fund ongoing projects.

## Note 27. Financial instruments

### (a) Financial risk management objectives and policies

Financial instruments held by the Commission are cash and cash equivalents, restricted cash and cash equivalents, receivables and payables. The Commission has limited exposure to financial risks. The Commission's overall risk management program focuses on managing the risks identified below.

#### Credit risk

Credit risk arises when there is the possibility of the Commission's receivables defaulting on their contractual obligations, resulting in financial loss to the Commission.

The maximum exposure to credit risk at the end of the reporting period in relation to each class of recognised financial asset is the gross carrying amount of those assets inclusive of any allowance for impairment as shown in the table at **Note 27(c) 'Financial instrument disclosures'** and **Note 15 'Receivables'**.

Credit risk associated with the Commission's financial assets is minimal because the main receivables are the amounts receivable for services (holding account). For receivables other than government, the Commission trades only with recognised, creditworthy third parties. The Commission has policies in place to ensure that services are made to customers with an appropriate credit history. In addition, receivable balances are monitored on an ongoing basis with the result that the Commission's exposure to bad debts is minimal. At the end of the reporting period there were no significant concentrations of credit risk.

#### Liquidity risk

Liquidity risk arises when the Commission is unable to meet its financial obligations as they fall due.

The Commission is exposed to liquidity risk through its trading in the normal course of business.

The Commission has appropriate procedures to manage cash flows including drawdowns of appropriations by monitoring forecast cash flows to ensure that sufficient funds are available to meet its commitments.

#### Market risk

Market risk is the risk that changes in market prices such as foreign exchange rates and interest rates will affect the Commission's income or value of its holdings of financial instruments. The Commission does not trade in foreign currency and is not materially exposed to other price risks.

### (b) Categories of financial instruments

In addition to cash, the carrying amounts of each of the following categories of financial assets and financial liabilities at the end of the reporting period are:

	2016 \$	2015 \$
<b>Financial assets</b>		
Cash and cash equivalents	894,255	1,056,876
Restricted cash and cash equivalents	228,819	184,780
Receivables <sup>(a)</sup>	7,577	4,909
<b>Financial liabilities</b>		
Financial liabilities measured at amortised cost	15,500	43,280

<sup>(a)</sup> The amount of receivables excludes GST recoverable from the ATO (statutory receivable).

**(c) Financial instrument disclosures**
**Credit risk**

The following table details the Commission's maximum exposure to credit risk and the ageing analysis of financial assets. The Commission's maximum exposure to credit risk at the end of the reporting period is the carrying amount of financial assets as shown below. The table discloses the ageing of financial assets that are past due but not impaired and impaired financial assets. The table is based on information provided to senior management of the Commission.

The Commission does not hold any collateral as security or other credit enhancement relating to the financial assets it holds.

*Ageing analysis of financial assets*

	Carrying amount	Not past due and not impaired	Past due but not impaired					Impaired financial assets
			Up to 1 month	1-3 months	3 months to 1 year	1-5 years	More than 5 years	
	\$	\$	\$	\$	\$	\$	\$	\$
<b>2016</b>								
Cash and cash equivalents	894,255	894,255						
Restricted cash and cash equivalents	228,819	228,819						
Receivables <sup>(a)</sup>	7,577	7,577						
Amounts receivable for services	134,000	134,000						
	<b>1,264,651</b>	<b>1,264,651</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>2015</b>								
Cash and cash equivalents	1,056,876	1,056,876						
Restricted cash and cash equivalents	184,780	184,780						
Receivables <sup>(a)</sup>	4,909	4,909						
Amounts receivable for services	134,000	134,000						
	<b>1,380,565</b>	<b>1,380,565</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<sup>(a)</sup> The amount of receivables excludes the GST recoverable from the ATO (statutory receivable).

**Liquidity risk and interest rate exposure**

The following table details the Commission's interest rate exposure and the contractual maturity analysis of financial assets and financial liabilities. The maturity analysis section includes interest and principal cash flows. The interest rate exposure section analyses only the carrying amounts of each item.

## Interest rate exposure and maturity analysis of financial assets and financial liabilities

	Interest rate exposure				Maturity dates						
	Weighted average effective interest rate %	Carrying amount \$	Fixed interest rate \$	Variable interest rate \$	Non-interest bearing \$	Nominal amount \$	Up to 1 month \$	1-3 months to 1 year \$	3 months to 1 year \$	1-5 years \$	More than 5 years \$
<b>2016</b>											
<b>Financial assets</b>											
Cash and cash equivalents		894,255			894,255	894,255	894,255				
Restricted cash and cash equivalents		228,819			228,819	228,819	228,819				
Receivables <sup>(a)</sup>		7,577			7,577	7,577	7,577				
Amounts receivable for services		134,000			134,000	134,000					134,000
	<b>0</b>	<b>1,264,651</b>	<b>0</b>	<b>0</b>	<b>1,264,651</b>	<b>1,264,651</b>	<b>1,130,651</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>134,000</b>
<b>Financial liabilities</b>											
Payables		15,500			15,500	15,500	15,500				
	<b>0</b>	<b>15,500</b>	<b>0</b>	<b>0</b>	<b>15,500</b>	<b>15,500</b>	<b>15,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>2015</b>											
Cash and cash equivalents		1,056,876			1,056,876	1,056,876	1,056,876				
Restricted cash and cash equivalents		184,780			184,780	184,780	184,780				
Receivables <sup>(a)</sup>		4,909			4,909	4,909	4,909				
Amounts receivable for services		134,000			134,000	134,000					134,000
	<b>0</b>	<b>1,380,565</b>	<b>0</b>	<b>0</b>	<b>1,380,565</b>	<b>1,380,565</b>	<b>1,246,565</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>134,000</b>
<b>Financial liabilities</b>											
Payables		43,280			43,280	43,280	43,280				
	<b>0</b>	<b>43,280</b>	<b>0</b>	<b>0</b>	<b>43,280</b>	<b>43,280</b>	<b>43,280</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<sup>(a)</sup> The amount of receivables excludes the GST recoverable from the ATO (statutory receivable).



### Interest rate sensitivity analysis

None of the Commission's financial assets and financial liabilities at the end of the reporting period are sensitive to movements in interest rates, hence movements in interest rates have no bottom line impact on the Commission's surplus or equity.

### Fair values

All financial assets and liabilities recognised in the Statement of Financial Position, whether they are carried at cost or fair value, are recognised at amounts that represent a reasonable approximation of fair value unless otherwise stated in the applicable notes

## Note 28. Remuneration of members of the accountable authority and senior officers

### Remuneration of member of the accountable authority

The number of members of the accountable authority whose total fees, salaries, superannuation, non-monetary benefits and other benefits for the financial year fall within the following bands are:

	\$	2016	2015
0 - 10,000		11	11
10,001 - 20,000		1	1
20,001 - 30,000			
30,001 - 40,000			
40,001 - 50,000			1
50,001 - 60,000		1	
		\$	\$
Base remuneration and superannuation		95,856	79,698
Annual leave and long service leave accruals		0	0
Other benefits		6,513	0
The total remuneration of members of the accountable authority		102,369	79,698

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

**Remuneration of senior officers**

	\$	2016	2015
30,001 - 40,000	-		1
90,001 - 100,000	-	1	
100,001 - 110,000	-	1	
150,001 - 160,000	-	1	1
170,001 - 180,000	-		1
190,001 - 200,000	-	1	
250,001 - 260,000	-		1
		\$	\$
Base remuneration and superannuation		537,622	596,149
Annual leave and long service leave accruals		4,964	(25,742)
Other benefits		315	19,457
The total remuneration of senior officers		542,901	589,864

The total remuneration includes the superannuation expense incurred by the Commission in respect of senior officers.

**Note 29. Remuneration of auditor**

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

	2016 \$	2015 \$
Auditing the accounts, financial statements and key performance indicators	32,800	32,000
	<b>32,800</b>	<b>32,000</b>

**Note 30. Supplementary financial information**
**(a) Write-offs**

During the financial year, no debts were written off.

**(b) Losses through theft, defaults and other causes**

During the financial year there were no losses incurred through theft, fraud or other causes.

**(c) Gifts of public property**

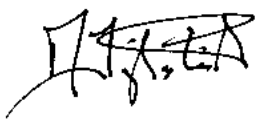
During the year the Peel Development Commission made no gifts of public property.

**Note 31.** Schedule of income and expenses by service

	Facilitation & co-ordination		Advice and information		Total	
	2016 \$	2015 \$	2016 \$	2015 \$	2016 \$	2015 \$
<b>COST OF SERVICES</b>						
<b>Expenses</b>						
Employee benefits expense	1,359,469	1,173,252	151,052	130,361	1,510,521	1,303,613
Supplies and services	691,861	571,005	76,874	63,445	768,735	634,450
Depreciation and amortisation expense	8,247	17,741	916	1,971	9,163	19,712
Grants and subsidies	635,981	1,038,766	70,665	115,418	706,646	1,154,184
Accommodation expenses	158,975	151,774	17,664	16,864	176,639	168,638
Other expenses	38,986	34,897	4,332	3,877	43,318	38,774
<b>Total cost of services</b>	<b>2,893,519</b>	<b>2,987,435</b>	<b>321,503</b>	<b>331,936</b>	<b>3,215,022</b>	<b>3,319,371</b>
<b>Income</b>						
Other revenue	694	2,454	77	273	771	2,727
<b>Total income other than income from State Government</b>	<b>694</b>	<b>2,454</b>	<b>77</b>	<b>273</b>	<b>771</b>	<b>2,727</b>
<b>NET COST OF SERVICES</b>	<b>2,892,825</b>	<b>2,984,981</b>	<b>321,426</b>	<b>331,663</b>	<b>3,214,251</b>	<b>3,316,644</b>
<b>Income from State Government</b>						
Service appropriation	201,600	197,100	22,400	21,900	224,000	219,000
Royalties for Regions Fund	2,507,377	2,466,500	278,598	274,056	2,785,975	2,740,556
Resources received free of charge	8,336	7,656	926	851	9,262	8,507
Other grants	153,619	0	17,069	0	170,688	0
<b>Total income from State Government</b>	<b>2,870,932</b>	<b>2,671,256</b>	<b>318,993</b>	<b>296,807</b>	<b>3,189,925</b>	<b>2,968,063</b>
<b>SURPLUS/(DEFICIT) FOR THE PERIOD</b>	<b>(21,893)</b>	<b>(313,725)</b>	<b>(2,433)</b>	<b>(34,856)</b>	<b>(24,326)</b>	<b>(348,581)</b>

## 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 Peel Development Commission's performance, and fairly represent the performance of the Commission for the financial year ended 30 June 2016.



**Paul Fitzpatrick**  
Chairman  
5 September 2016



**Norman Baker**  
Acting Chief Executive Officer  
5 September 2016

## Additional key performance indicator information

### Overall effectiveness indicators

The effectiveness of the Commission in achieving its outcomes is determined by undertaking an annual client survey. In 2015-16 the Commission engaged an external market research consultant, Perth Market Research, to conduct the annual client survey to measure its performance against the Resource Agreement targets.

An online survey of 400 clients and stakeholders was undertaken. Email and telephone follow ups were used to ensure that there were sufficient responses for statistical reliability. 224 surveys were completed representing a variety of sectors; a response rate of 56%.

Survey respondents comprised the Commission's clients of local governments, Commonwealth and State government agencies and private organisations.

The response rate is sufficient to ensure that the overall results are representative of the opinions of the population of key clients within a possible sampling error of +/- 5.0%. These results are within the +/- 5% sampling error guidelines suggested by the Office of the Auditor General for State government conduct of agency surveys.

This year, the score for satisfaction with the Commission's contribution to the economic base (88.8%) has increased compared to the score achieved in 2014-15 but is lower than the target set.

Desired outcome: Development and promotion of the Peel region	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Target	2015-16 Actual
Client satisfaction with the contribution to the region's economic base	86%	87%	86%	86%	90%	89%

Source: Perth Market Research Client Survey June 2016

## Summary of key performance indicators

Peel Development Commission's Desired Outcome: Development and promotion of the Peel region

Indicators	2015-16 target	2015-16 actual	Variation <sup>(a)</sup>	Reason for significant variation
<b>Effectiveness indicator</b>				
Client satisfaction with the contribution to the Region's economic base	90%	89%	N/A	N/A
<b>Efficiency indicators</b>				
<b>Service 1: Facilitate and coordinate regional development activities</b>				
Average cost per unit of service hour	\$101	\$101	N/A	N/A
<b>Service 2: Provide advice and information on regional development activities or matters</b>				
Average cost per unit of service hour	\$63	\$63	N/A	N/A

<sup>(a)</sup> Variances are reported if greater than 10% of target.

Further details are provided in the Financial Statements section of this report.

## Efficiency indicators

The key efficiency performance indicators measure the overall efficiency in achieving the desired outcomes. These outcomes are linked to Government goals.

The indicators relate to each of the key services that the Commission provides:

### Service 1 – Facilitation and Coordination

Service Description: Facilitate and coordinate regional development activities.

### Service 2 – Advice and Information

Service Description: Provide advice and information on regional development activities.

The following efficiency indicators are based on the total operational cost for each of the two services, including an allocation of general costs and overheads and excluding grants and subsidies.

Efficiency Indicator – average cost per unit of service per hour	2011-12 actual	2012-13 actual	2013-14 actual	2014-15 actual	2015-16 target	2015-16 actual	Variance
Service 1 Facilitation and coordination	\$85	\$82	\$94	\$100	\$101	\$101	-
Service 2 Advice and information	\$54	\$52	\$59	\$63	\$63	\$63	-

## Ministerial directives

No Ministerial directives were received during the reporting period.



## Other financial disclosures

### Pricing policies of services provided

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

### Capital works

No capital projects were undertaken during 2015-16.

### Employment and industrial relations

#### Staff Profile

	As at 30 June 2015	As at 30 June 2016
Full time permanent	6.0	5.0
Part time permanent	0.4	0.5
Full time contract	2.0	3.0
Part time contract	1.3	2.3
Part time casual	0.0	0.1
<b>Total (FTE)</b>	<b>9.7</b>	<b>10.9</b>

### Staff development

The Commission values its Board Members and staff and continues to regard professional development as a high priority. Training and development plans are part of every employee's performance agreement. Personal Development Plans are reviewed every six months.

New staff and Board Members undertake an induction process with key information provided to enable them to commence their duties. During 2015-16 the Commission provided an opportunity for a Year 12 student to gain work experience through a program administered by SMYL Community Services. Under the scheme the student works one day per week at the Commission with four days vocational training at a local educational institution.

### Workers compensation

There have been no workers compensation claims during the reporting period.

### Personal use of credit cards

Credit cards are issued to five officers for purchasing goods and services for the Commission. The Commission's credit card policy and Treasurer's Instruction T1321 prohibit the use of the card for personal purposes. There have been no instances of officers using the credit cards for personal expenditure.

## Governance disclosures

### Contracts with senior officers

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

## Board and committee remuneration

Peel Development Commission Board remuneration for the period is detailed in the table below.

Board member	Type of remuneration*	Period of membership	Gross amount
Paul Fitzpatrick, Chair	Stipend	12 months	\$54,619
Sue Fyfe, Deputy Chair	Sitting Fees	12 months	\$12,365
John Erren	Sitting Fees	12 months	\$5,209
Christine Germain	Sitting Fees	12 months	\$3,910
Maree Gooch	Sitting Fees	12 months	\$5,650
Peter Hick	Sitting Fees	12 months	\$3,607
David Napoli	Sitting Fees	12 months	\$5,272
Andrew Taggart	Sitting Fees	12 months	\$2,548
Marina Vergone	Sitting Fees	5 months	\$1,122
Don Pember	Sitting Fees	3 months	\$1,394
<b>Total</b>			<b>\$95,696</b>

\* Sessional, per meeting, half day, or annual.

## Other legal requirements

### Advertising

In compliance with section 175ZE of the *Electoral Act 1907* the Commission monitors expenditure incurred during the financial year in relation to advertising agencies, market research organisations, polling organisations, direct mail organisations and media advertising organisations. The details of the Commission's expenditure in these areas is as follows:

Type	Total	Supplier	\$
Advertising agencies	Nil		Nil
Market research organisations	2,995	Perth Market Research	2,995
Polling organisations	Nil		Nil
Direct mail organisations	Nil		Nil
Media advertising organisations	5,418	Adcorp Australia (Board vacancies)	4,048
		Fairfax Media	102
		West Australian Newspapers (statutory notices)	1,268
<b>Total</b>	<b>8,413</b>		<b>8,413</b>

## Disability access and inclusion plan outcomes

Peel Development Commission has a Disability Access and Inclusion Plan designed to ensure all people are considered in all its activities and services. The plan ensures access to Commission activities and events, buildings and facilities and information. It also ensures all people receive the same quality of service and opportunities to participate in activities of the Commission.

The Peel Development Commission's Disability Access and Inclusion Plan (DAIP) outlines the following outcomes:

- **Outcome 1:** People with disabilities have the same opportunities as other people to access the services of, and any events organised by, the Peel Development Commission.
- **Outcome 2:** People with disabilities have the same opportunities as other people to access the offices and other facilities of the Peel Development Commission.
- **Outcome 3:** People with disabilities receive information from Peel Development Commission in a format that will enable them to access the information as readily as other people are able to access it.
- **Outcome 4:** People with disabilities receive the same level and quality of service from the staff of the Peel Development Commission as other people.
- **Outcome 5:** People with disabilities have the same opportunities as other people to make complaints to the Peel Development Commission.
- **Outcome 6:** People with disabilities have the same opportunities as other people to participate in public consultation by the Peel Development Commission.
- **Outcome 7:** People with disability have the same opportunities as other people to obtain and maintain employment with the Peel Development Commission.

During 2015-16 the Commission achieved the following against the outcomes:

Outcome	# strategies planned	# strategies completed
Outcome 1	7	2
Outcome 2	6	4
Outcome 3	8	2
Outcome 4	9	2
Outcome 5	4	0
Outcome 6	3	0
Outcome 7	6	2

The following key outcomes have been achieved during the 2015-17 period:

- Access and inclusion policy reviewed and updated;
- The Commission's documents have been updated to explain the access limitations of the current offices;
- Staff induction package reviewed and updated; and
- Employment practices reviewed.

## Compliance with Public Sector Standards and Ethical Codes

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

The Commission continues to regularly review and update internal policies to ensure currency with Public Sector Commission updates.

The Code of Conduct forms part of the Commission's induction program for all new staff and is also regularly discussed at staff meetings to ensure all staff remain conversant with policy and requirements.

The Peel Development Commission has, in its administration, complied with the Public Sector Standards in Human Resource Management, the Western Australian Public Sector Code of Ethics, and the Code of Conduct.

Compliance item	Significant action taken to monitor and ensure compliance
Public Sector Standards (PSS) <i>Nil breach claims</i>	<ul style="list-style-type: none"> <li>Regularly updated information about Standards included on the Peel Development Commission internal information system and within induction materials as well as being provided to the Board.</li> <li>Ongoing awareness-raising process conducted on the standards.</li> <li>Transactions audited internally as a standard operating procedure.</li> </ul>
WA Code of Ethics <i>Nil reports</i>	<ul style="list-style-type: none"> <li>The WA Code of Ethics forms part of induction materials and is listed on the Peel Development Commission internal information system. Ethics is a standing topic for all executive and staff meetings.</li> </ul>
Peel Development Commission Code of Conduct <i>Nil breach claims or reports</i>	<ul style="list-style-type: none"> <li>Code of Conduct is accessible on the Commission's shared drive and hard copies are available to staff and Board members (signed off on induction).</li> <li>Code of Conduct is part of all inductions for Board and staff members.</li> </ul>

## Freedom of information

Peel Development Commission did not receive any requests under the *Freedom of Information Act* in 2015-16.

## Public Interest Disclosure

Peel Development Commission has not received any Public Interest Disclosures in 2015-16.

## Record keeping plans

As required by the *State Records Act 2000* and *State Records Commission Standard 2, Principle 6* the Commission maintains a Record Keeping Plan which has been approved by the State Records Office.

The Commission's record keeping systems and processes are regularly reviewed to ensure that they are meeting the Commission's needs and all required compliance. Updates to the Record Keeping Plan are done in consultation with the State Records Office. Our Plan was last reviewed and evaluated in June 2015 and a revised plan adopted in November 2015.

Records management training is arranged for new staff as part of their induction process and ongoing training is provided in the use of the Commission's electronic record keeping system. Other intensive training is provided on an 'as needs' basis for all employees.

# Government policy requirements

## Occupational safety health and injury management

Peel Development Commission is committed to providing and maintaining a safe and healthy environment for staff, contractors, volunteers and visitors, and to the continuous improvement of injury prevention and management programs.


In the event of a work related injury the Commission provides effective claims management and rehabilitation assistance aimed at supporting injured employees through their period of illness or injury and their safe return to work where possible.

The Commission provides staff with guidance on safe work practices and all staff are required to comply with OSH policies and procedures. Employees are required to conduct themselves in a safe manner, not placing themselves or others at risk. Contractors working onsite are also required to conduct their activities in a manner that ensures the safety, health and welfare of others.

The Commission is committed to consulting with staff on OSH issues and enabling all staff to contribute to decisions that may affect their safety, health and welfare at work. Mechanisms for consulting with staff on OSH matters include:

- A strong focus on OSH at induction of new staff;
- An OSH Executive Group that meets on a monthly basis;
- Hazard/incident reporting system; and
- Open access to grievance procedures.

The Commission ensures compliance with the injury management requirements of the *Workers Compensation and Injury Management Act 1981* through establishing policies and procedures and providing training for relevant staff. In the event of a work related injury or illness the Commission is committed to assisting injured workers to return to work as soon as medically appropriate. Whenever possible, suitable duties will be arranged internally having regard for the injured worker's medical capabilities.

The Commission reviews its Occupational Safety and Health policy on an annual basis and ensures that all fire-fighting equipment is serviced by the due date as advised by the manufacturer. 

	Target 2015-16	Actual 2015-16
Number of fatalities	0	0
Lost time injury/diseases (LTI-D) incidence rate	0	0
Lost time injury severity rate	0	0
Percentage of injury		n/a
Percentage of managers trained in occupational safety, health and injury management responsibilities	Greater or equal to 50%	66%







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