



Peel

Peel Development Commission

ANNUAL REPORT 2017-18



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 2017 to 2018 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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The Western Australian Government is committed to quality services to its customers and makes every attempt to ensure accuracy, currency and reliability of the data contained in this annual report. However, changes in circumstances after the time of publication may affect the quality of this information. Confirmation of the information may be sought from the Peel Development Commission.

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Mandurah

© Michael Bond, MAPTO

Inset: Town Beach, Mandurah

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Cover: Clip Media Motion

© City of Mandurah



Statement of Compliance

The Hon Alannah MacTiernan MLC

Minister for Regional Development; Agriculture and Food;
Minister Assisting the Minister for State Development, Jobs and Trade


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 2018.

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*;
- *Public Sector Management Act 1994*;
- *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. 

Paddi Creevey OAM

Chair

September 2018

Andrew Ward

Chief Executive Officer

September 2018

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Chair's Report



This year, the Peel Development Commission's Board and Staff have continued to ensure that the Government direction of creating more jobs, diversifying our economy and reflecting the needs of our region, are put into practice. Another year along in the ongoing journey of achieving our vision of Peel as a progressive, prosperous and dynamic region with a culture of care, has seen many valuable contributions to this ambition.



A major contributing project has been the long term initiative of Transform Peel encompassing the development of the Peel Business Park, the Peel Food Zone and the Peel Water Initiative. This project has been a catalyst to ensure our consultation and engagement with many industries, producers and growers making sure that in this region, we are able to develop the required new industries and grow the existing ones simultaneously. This approach sets in train not only a contribution to the growth and prosperity of the regional economy, but also to that of the State.

The regional community of Peel consists of many different communities and the Commission has been clear about making sure we relate to those communities so that we are able to reflect their needs and incorporate their initiatives into the direction the government has set out. Our unique location in the peri-urban areas and our proximity to the metropolitan area, have contributed to the Commission's successful inter-agency collaborations within our various communities, enabling the connection and close working relationships that deliver progress, prosperity and change.

The provision of appropriate health and aged care services are a cornerstone of thriving communities. Ensuring our seniors are given every opportunity to maintain their health and wellbeing within their own community, builds on and is essential to supporting compassionate communities. The development of advanced care initiatives, health directives and investment in our aged care facilities, all contribute to enabling Western Australians to remain living in their local communities with quality aged care accommodation, creating social cohesion and local jobs in the health care and social assistance sector.

Planning for a capable, skilled and diversified workforce in the future means supporting innovation in the region today. It's important to acknowledge the grassroots advances in agriculture innovation and commend the commercial support from both industry and local government. The amalgamation of the Commission into the Department of Primary Industries and Regional Development, has given us a unique opportunity to work closely with the amalgamated departments

Bindjareb Park - Mia Mia
Artist at work - Mandurah
© MAPTO




accessing the knowledge of Regional Development, Fisheries and Agriculture for the benefit of innovation and progress.

The Peel Business Park has also triggered investment and innovation interest from a range of interested parties, which is very exciting and will translate, I believe, into some really important jobs growth in the area into the future. Several initiatives to attract investment are well underway and under Andrew Ward's leadership, there is a strong focus on delivering priority project outcomes.

I also want to acknowledge the past and current Commission staff who are the face of the State Government in this region and who often work under very challenging circumstances. Their commitment and capability is something that really serves this region well.

The Commission Board, past and present, also deserve acknowledgment for the commercialism, intellectual rigour and strategic thinking that has been a feature of their decision making. Our CEO, Andrew Ward, continues to make an extremely valuable contribution and leads the team very effectively.

We are in the middle of doing things very differently to what's been done in the past and our focus on working with Federal, State and Local Governments to ensure better outcomes for our region, will continue as we strive to achieve our regional vision of the future. 

Paddi Creevey

Paddi Creevey OAM
Chair

Mandjoogordap
Dreaming, Lake Clifton
Thrombolites
© WAITOC



Executive Summary



Collaboration has been the hallmark of the past financial year as I reflect on the achievements the Commission has facilitated and advocated for within the region. Once again, it's both satisfying and exciting to see our vision of a progressive, prosperous and dynamic region manifest itself, and how the Peel Development Commission has aligned that vision and its strategic goals to the achievements, grant allocations and survey results set out in this report.



**Aquatic and coastal
Mandurah**

**Mountain biking in
Dwellingup**

© MAPTO

The Transform Peel project continues in its progress with a number of key milestones and critical objectives being met this year. The Commission continues to support the government, industry and academia tripartite Memorandum of Understanding between Hon. Alannah MacTiernan MLC, Minister for Regional Development, PDC, Fund Singapore, and Murdoch University to progress the Peel Agri-Innovation Precinct concept. This precinct will activate the first 290ha of the Peel Business Park and will develop into an intensive agricultural product and food processing facility for export, incorporating onsite research and development, the development of a recognised biosecurity zone, cold storage, logistics and warehousing. These developments represent a strong catalyst for investment in the Peel Business Park and Peel Food Zone and will contribute significantly to the region's economic development and creation of jobs. The State Government has continued to support the Transform Peel program as a high priority for regional development for the State.


In addition to Transform Peel, the Commission has also supported the rehabilitation of the Peel Harvey Estuary, Mandurah Foreshore Re-development, construction of the Peel Youth Medical Service (PYMS) Health Hub facility, Allambee Counselling funding for family and domestic violence counselling, as well as the GP down south 3 Tier Mental Health Program. The appointment of a Peel-based Local Content Advisor continues to maximise the opportunity for local business and industry to supply goods and services for these and other Peel-based State funded projects, by connecting local businesses with State government agencies.

The East Keralup Future Uses Working Group and their continued exploration of land use options, as well as the Murray Airfield Infrastructure Upgrade, the implementation of the Peel Equine Strategy and support of innovation and science in the region, all contribute to the Blueprint goal of supporting and creating thriving industries in the region. The Murdoch Centre for Innovation,



the Eco-Industrial Precinct and the Tourism Investment Framework concepts provide opportunities for developing and advancing the region's agriculture and food innovation, tourism excellence, and opportunity for the region's capability to build strong and resilient communities.

The Commission's role in facilitating, advocating and activating initiatives that grow and develop our region, could not be achieved without the support and invaluable contribution of experience from the Board and staff. The past year saw a number of Board members reach the end of their tenure, including Paul Fitzpatrick who served as Chair for almost three years. Paul, along with all past and current members, benefit the Commission and the region immensely with

their experience, insights and perspectives. Without this, the Commission would not be able to achieve the work it does and fulfil its role in the region to the high standard it does. I commend the Board and all Commission staff for their contributions in the past year and look forward to the work we as a Commission will undertake in the future. 

Andrew Ward
Chief Executive Officer

**Wardong Dancers -
Dudley Park Primary
School, Yaburgurt
Memorial, Artist: Peter
Farmer, Fabricator: Little
Rhino Designs**
© Travis Hayto, MAPTO



Highlights

Commitment



Collaboration agreement: Murdoch Centre for Innovation in Agriculture signed a collaboration agreement between Murdoch University and CY O'Connor Foundation.

Customer satisfaction: High levels of customer satisfaction from the 2018 client survey, notably 82.5% of respondents said the Commission engages industry and stakeholders to drive economic growth in the region.

Completed



Working Group established: Established the East Keralup Future Uses Working Group and completed the pre-feasibility study.

Study: Completed the Peel Eco-Industrial Development Scoping Study.

Equine Strategy: Published the Peel Equine Strategy and began implementation.

Peel Workforce Development Plan: Co-hosted the Peel Employment Expo, the Peel Educators' Forum & progressed the Peel Workforce Development Plan.

Submissions



Grant applications: Facilitated CY O'Connor's successful grant applications for the Immunogenetics Research Foundation and agri-business innovation.

Tourism initiative: Supported numerous submissions for the Collie-Dwellingup Tourism & Trails Initiative.

Aged care: Advocated State Government funding for a number of aged care facilities in the region and contributed to the Sustainable Health Review.

Enterprise



Transform Peel: Progressed the Transform Peel project, including the Peel Agri-Innovation Precinct and associated investor attraction activities.

Forum: Facilitated the Tourism & Investment Forum to inform and develop a Tourism Capital Investment Framework.

\$2 million: Local Projects, Local Jobs saw 44 local projects facilitated by the Commission with a value in excess of \$2 million.

Peel Employment Expo: Co-hosted jobs forum with regional stakeholders.

Appointment: Appointment of a Peel-based Local Content Advisor maximising supply opportunities between local businesses and Government.

Reviewed



Regional workshops: 18 regional workshops delivered to review *Peel Regional Investment Blueprint* objectives and inform regional priorities.

Corporate governance: Corporate governance arrangements reviewed and strengthened.

Client survey results: Client satisfaction that the Peel Development Commission contributes to the region's economic base – **82.1%**

Peel Development Commission facilitates regional initiatives to develop new businesses – **82.2%**

Peel Development Commission staff provide professional, timely and helpful advice – **87.3%**

Funding



Peel Harvey Estuary: Facilitated funding for the rehabilitation of the Peel Harvey Estuary.

\$1.8 million: Assisted Quambie Park Residential Aged Care in securing \$1.8 million in State Government funding for independent living units.

Grant management: Managed 98 grant projects.



About the Peel

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Surfing – Mandurah Beach
© MAPTO

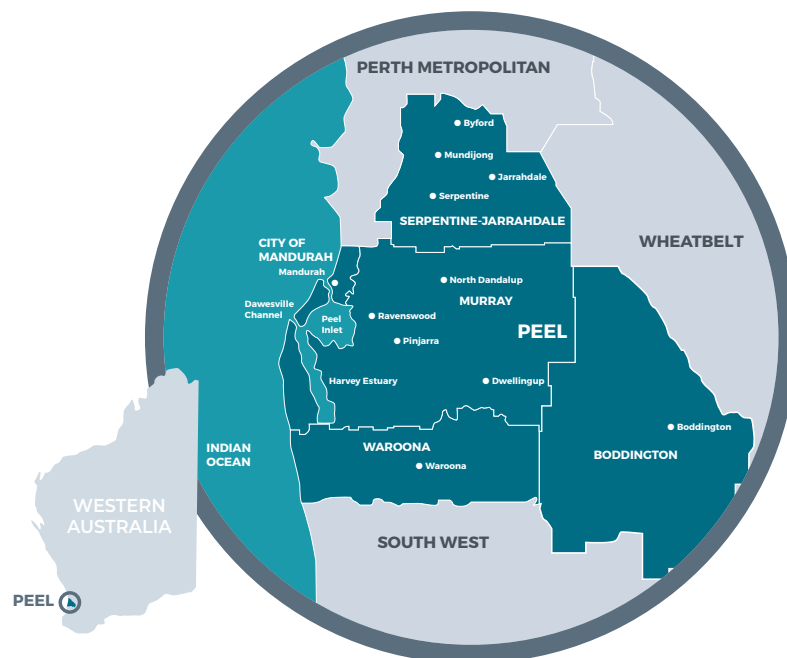


ABOUT THE
PEEL



Mandurah Town Beach
Inset: Mandurah Cruises
crab tour
© MAPTO

Overview of Peel



The Peel is bordered by the Indian Ocean, metropolitan Perth, Wheatbelt and South West regions. As such, it forms a key strategic element of the State's plans for urban and peri-urban growth and economic development. The Peel covers an area of 5,648 square kilometres, including 137 square kilometres of inland waterways. The region has a population of 130,336 across five local government areas; the City of Mandurah and the shires of Boddington, Murray, Serpentine-Jarrahdale and Waroona¹.

Growing population

The Peel has grown rapidly over the past ten years. Between 2006 and 2016 census years, there has been a 52 per cent growth. In the last five years the Peel has had an average annual growth rate of 4 per cent compared to WA's 2 per cent. Indeed the Shire of Serpentine-Jarrahdale had an average growth rate of nearly 9 per cent over the last five years. The Peel's population is diverse in terms of geographical distribution and age. The majority of the Peel's population is located in the City of Mandurah (62%), followed by the shires of Serpentine-Jarrahdale (21%), Murray (13%), Waroona (3%) and Boddington (1%)².

By 2050, the Peel is expected to be one of the most populated regions outside of Perth, with a projected population of 444,000³. To support a population of this size, the Peel will build an economy that incorporates many industries, adopts an innovative approach to business and develops a highly skilled and high performing workforce. It is estimated that 89,000 jobs will need to be created by 2050 to support this population growth.

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. In 2017 Mandurah was the State's top day trip destination.

¹ Australian Bureau of Statistics, 2017. *2016 Census of Population and Housing, Time Series Profile*.

² Australian Bureau of Statistics, 2017. *2016 Census of Population and Housing, Time Series Profile*.

³ WA Planning Commission, 2015. *Perth and Peel @ 3.5 million*.



Overview of Peel

(continued)

Strong economy

The Peel has experienced consistent economic growth in recent years with an average increase rate in Gross Regional Product of 3.5% since 2011. The estimated value of GRP for the Peel was \$7.9 billion in 2016–17 with mining having the largest industry share at 36 per cent⁴. At the 2016 ABS Census, nearly 7 per cent of regional employment was attributed to mining related activity⁵.

The Peel's minerals sector produces alumina, gold, copper and mineral sands. The key resource companies operating regionally include Alcoa (Pinjarra and Wagerup), South 32 and Newmont (Boddington), and MZI (Keysbrook). The region is complemented by stable manufacturing and construction service industries, agriculture, health services, tourism and retail trades.

The Peel reports a strong self sufficiency rate with 75.5% of the jobs in the Peel filled by local residents. However, the number of jobs available locally are inadequate to cater for the local working population with approximately 25,900 residents leaving the region each day to work⁶.

Our challenges

The Peel requires a dedicated focus on attracting new businesses and supporting local industry growth. Without this, jobs growth will be constrained and unemployment in the Peel will continue to remain above State and national averages.


Unemployment rate:

- At the March 2018 quarter, Peel's unemployment rate was 6.8 per cent compared to the State average of 4.6 per cent. This includes the City of Mandurah unemployment rate of 7.7 per cent and 7.3 per cent unemployment rate in the Shire of Murray⁷.
- Mandurah's youth unemployment rate is estimated at 18.8 per cent⁸.

Enterprise structure:

- The business market is characterised by a high number of small businesses who are owner operator (62 per cent) and a further 26 per cent who employ between one and four staff⁹.

Demographics:

Census data from 2016 indicates that 20 per cent of the Peel population is aged 65 years and over, compared to the State level of 14 per cent. In contrast, the youth population (15–24 years) in the region is at 12 per cent, compared to the State level of 10 per cent¹⁰. 

⁴ Department of Primary Industries and Regional Development, 2017. Peel GRP [unpublished data].

⁵ Australian Bureau of Statistics, 2017. *2016 Census Working Population Profile*.

⁶ Australian Bureau of Statistics, 2017. *2016 Census Working Population Profile*.

⁷ Department of Employment, 2016. *Small Area Labour Market – March quarter 2018*.

⁸ Department of Jobs and Small Business, 2018. *WA Regional Labour Force Data April 2018*.

⁹ Australian Bureau of Statistics, 2017. *Counts of Australian Businesses, Including Entries & Exits, June 2012 to June 2016*.

¹⁰ Australian Bureau of Statistics, 2017. *2016 Census of Population and Housing, Basic Community Profile*.

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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 standards 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 objectives, 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; and
- works with the State and Commonwealth government, 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 industries
- Agriculture and food innovation
- Tourism development
- 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.

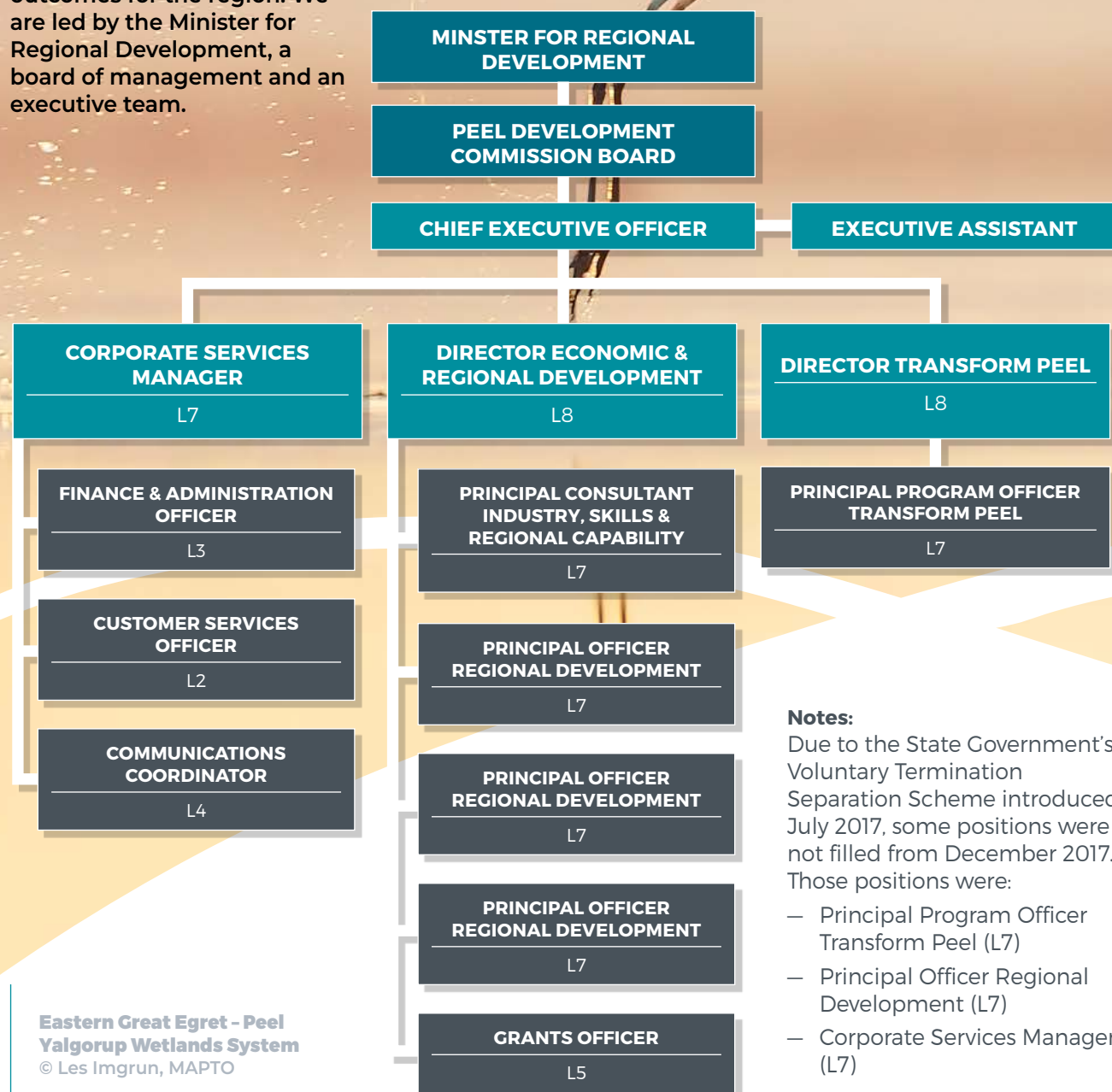
Integrity — we act with openness, honesty and integrity.

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.



Notes:

Due to the State Government's Voluntary Termination Separation Scheme introduced July 2017, some positions were not filled from December 2017. Those positions were:

- Principal Program Officer Transform Peel (L7)
- Principal Officer Regional Development (L7)
- Corporate Services Manager (L7)



**HON ALANNAH
MACTIERNAN**

Our Minister

Peel Regional Development Commission reports to the Hon Alannah MacTiernan, Minister for Regional Development and Agriculture and Food and Minister Assisting the Minister for State Development, Jobs and Trade.

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 formerly nine, now six regional representatives comprising local government, community and ministerial nominees. The Chief Executive Officer is an ex-officio member of the Board.

Board profiles

Chair

Community Representative (1/12/12 – 29/9/17)

Mr Fitzpatrick was born and bred in the Peel and is a descendant of a pioneering family since 1893. Paul is a graduate of the UWA Advanced School of Management Program and the Australian Institute of Company Directors, and has acquired over 35 years of expertise in international business development and marketing in both the public and private sector. He co-founded the international award winning 'smart house' technology, the Smart Company of Australia in 1993. In 2001 Paul returned to the Peel region to develop a lifestyle olive farm where he founded Farmstead Technology, a R&D company that specialised in innovative smart farm technology. Paul was elected to the Waroona Shire Council, serving 2 of his 7 years as Shire President. Paul was appointed to the Board in December 2012 and served as Chairman from October 2014 to September 2017.



PAUL FITZPATRICK



Our Board

(continued)



SUE FYFE

Deputy Chair

Ministerial Representative (16/9/14 – 29/9/17)

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



JOHN ERREN

Local Government Representative (13/7/15 – 29/9/17)

Cr Erren has represented the Shire of Serpentine Jarrahdale (including the position of Shire President) 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.



CHRISTINE GERMAIN

Local Government Representative (16/9/14 – 29/9/17)

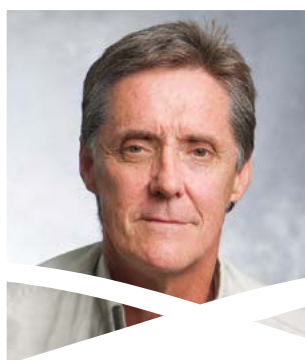
Cr Germain represented (including the position of Shire President) the Shire of Waroona. Christine has been a Justice of the Peace since 1983, has strong links with the equine industry in the region and has had various roles throughout the community.



MAREE GOOCH

**Ministerial Representative
(13/7/15 – 29/9/17)**

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.



ANDREW TAGGART

**Ministerial Representative
(16/9/14 – 31/10/17)**

Professor Taggart previously held the position of Provost at Murdoch University and was 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. Andrew previously held the role of Pro Vice Chancellor Engagement at Murdoch.



MARINA VERGONE

**Local Government
Representative
(8/2/16 – 21/10/17)**

Ms Vergone was previously Mayor of the City of Mandurah. A qualified CPA, FIPA and GAICD, she has extensive small business, financial and governance experience and has participated on a number of boards and committees across the Peel region.



Our Board

(continued)



PADDI CREEVEY, OAM

Chair

Ministerial Representative (26/9/17 – 30/6/19)

Appointed as Chair of the Peel Development Commission on 29 September 2017, Ms Creevey replaces outgoing chairman Paul Fitzpatrick who has served in the role since 2014.

Ms Creevey (Paddi) is a resident of Dawesville and was a Councillor for the City of Mandurah from 1994 until being elected Mayor in 2005, an office she held until her retirement in 2014. During her long period of service to Local Government, Paddi served on a number of Boards and Committees and is also heavily involved with the Peel Community Development Group.

Paddi has been awarded the Centenary Medal, the Order of Australia Medal in the General Division of the Queen's Birthday 2010 Honours List and was inducted into the inaugural WA Women's Hall of Fame in 2011.



GREG POLAND

Deputy Chair

Ministerial Representative (27/11/17 – 30/6/20)

Appointed as Deputy Chair of the Commission on 29 November 2017, Mr Poland brings with him a wealth of business and international development expertise. His experience ranges from more than 50 international design and construction projects including food processing plants, food storage, aquaculture, agriculture to transport. He has been involved in the development of Sorrento Quay, Dolphin Quay, Coventry Village and construction of multiple apartment buildings.

His international business experience spans countries such as Vietnam, India, Malaysia and Russia. A committed 'giver' to many worthy WA charities, he is currently Chairman of the Strzelecki Group and Director of Dolphin Quays in Mandurah.



RHYS WILLIAMS

Local Government Representative (29/1/18 – 31/12/20)

Rhys Williams is Mayor of Mandurah and the 2015 Young West Australian of the Year. As the former CEO and Founder of The Makers, a non-profit social enterprise in Mandurah, he worked with the team to establish Make Place, a co-working and innovation hub. In 2009, Rhys was one of the youngest people in Western Australia elected to a Local Government Council. He is an ambassador to the One Young World Leaders Summit, and is Chairman of the Mandurah Performing Arts Centre and John Tonkin College.

**CR MICHELLE RICH**

Local Government Representative (29/1/18 – 31/12/19)

Cr Rich was elected Southern Ward representative of Shire of Serpentine-Jarrahdale in 2015 and became Shire President in 2017. She is working to ensure the Shire's strategic planning is underpinned by strong policy creation and that Council deliver real outcomes through engaging and empowering the community. A successful small business operator, Cr Rich is passionate about promoting Serpentine-Jarrahdale and encouraging economically sustainable, environmentally sound development that aligns with the character, lifestyle and history of the district.

**PETER HICK**

Community Representative (13/7/15 – 30/6/18)

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 Rottnest Island Board since 2011.

**DAVID NAPOLI**

Community Representative (16/9/14 – 30/6/18)

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 WARD

Chief Executive Officer

Mr Ward is Chief Executive Officer of the Peel Development Commission and is a member of the Board in an ex officio capacity. Andrew joined the Commission from his position as Director at the City of Karratha. With metropolitan and regional senior management experience in the local government environment, and over 20 years' experience in community services and administration management, he brings a wealth of experience, knowledge and a proven ability to lead and develop multi-disciplinary teams.

Board meetings

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	2/2	29/09/2017
Sue Fyfe — Deputy Chair	2/2	29/09/2017
John Erren	2/2	29/09/2017
Christine Germain	2/2	29/09/2017
Maree Gooch	1/2	29/09/2017
Marina Vergone	2/2	21/10/2017
Andrew Taggart	2/2	31/10/2017
Peter Hick	6/7	30/06/2018
David Napoli	7/7	30/06/2018
Paddi Creevey — Chair	5/5	30/06/2019
Greg Poland — Deputy Chair	4/4	30/06/2020
Rhys Williams	2/3	31/12/2020
Michelle Rich	3/3	31/12/2019
Andrew Ward	7/7	CEO/Ex-officio



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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 a key effectiveness indicator.

Desired outcome	Effectiveness indicator
The development and promotion of the Peel region.	Client satisfaction with the contribution to the region's economic base.

Changes to outcome based management framework

The Peel Development Commission's outcome based management framework did not change during the 2017-18 reporting period.

Shared responsibilities with other agencies

The Resource Agreement specifies the following cross-agency initiatives:

Initiative	Target result for 2017-18
Southern Investment Initiative.	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 and visit. The Commission also works closely with other government agencies, both State and Commonwealth, and other regional organisations.

Report on operations

Strategic goals

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* (Blueprint).

The Blueprint sets a vision for the Peel to 2050 as a progressive, prosperous and dynamic region with a culture of care with development to occur within five core themes (Figure 1).

Following the Blueprint launch in December 2015 the Commission has been collaborating with RDA Peel, local government authorities and other government and non-government stakeholders to undertake a range of activities in support of the Blueprint goals, with key projects summarised in this report.

In addition to development of initiatives, the Commission in 2018 has undertaken a Blueprint monitoring and review process. This included consultation with key stakeholders both individually and through a combined workshop. A key outcome from the consultations has seen a change in the Blueprint Themes to include a focus on the importance of the environment in regional and economic development.





THRIVING INDUSTRY

1.0

The Peel's industries and businesses are diverse and globally competitive contributing to a strong and diverse economy.

- 1.1** New and expanded market opportunities
- 1.2** Integrated network of prosperous regional communities



AGRICULTURE & FOOD INNOVATION

2.0

The Peel's agriculture and food production sectors will be enhanced through continued innovation, investment and research.

- 2.1** Innovative and sustainable agriculture and food practices
- 2.2** Peri urban food zone



TOURISM EXCELLENCE

3.0

The Peel's tourism industry and related businesses will be diverse, competitive and sustainable, creating economic growth and jobs through high value products and services.

- 3.1** Tourism growth through investment
- 3.2** Network of diverse adventures

Figure 1 2018 Blueprint themes and strategic goals

Strategic objectives

The Commission's Strategic Plan reflects our commitment to working in partnership with all levels of government, industry and community. The achievement of strategies included over future years provide the catalyst for the vision of Peel at 2050 outlined in the *Peel Regional Investment Blueprint* to be achieved.

The *Peel Regional Investment Blueprint* forms the basis of the Commission's three year strategic plan for the period 2016-19. The strategic plan was approved in February 2016 and follows the key themes of the Blueprint, setting out the strategies required to achieve its outcomes.

In addition to the Blueprint's five key themes the strategic plan includes an internal focus of 'Organisational Excellence', which identifies strategies and initiatives to ensure the Commission has a high performing board, capable staff, and effective processes to facilitate organisational success over the next three years. 



CAPABLE PEOPLE

4.0

The Peel's workforce will be highly skilled and adaptable to structural and technological change to support a strong and diverse economy.

4.1 Boosting productivity

4.2 Pathways to employment



STRONG & RESILIENT COMMUNITIES

5.0

The Peel will be a strong, vibrant and resilient community underpinned by best practice social services and infrastructure.

5.1 Secure housing

5.2 Age friendly communities

5.3 Targeted services

5.4 Sport and recreation

5.5 Arts and Culture



ORGANISATIONAL EXCELLENCE

6.0

An organisation that is recognised for outstanding governance and innovation in delivering regional economic development outcomes.



AGENCY
PERFORMANCE

SUMMARY OF PROJECTS & ACHIEVEMENTS



Wildlife and wilderness
Seashell Mandurah
© MAPTO

THRIVING INDUSTRY



Project

Transform Peel

Achievements & outcomes

Peel Business Park and Investment Attraction

- Peel Region Scheme Amendment completed.
- Expression of Interest advertised and under assessment for the Microgrid (innovative power option).
- Agreement with utility providers on infrastructure capacity and delivery timeframes.
- LandCorp's Lot 600 rezoned to General Industrial.
- Murdoch University (through their Singapore Centre for Research, Productivity and Technology) hosted the Commission CEO in Singapore in October 2017. Introductions were made with Government agencies (Australian and Singaporean), industry representatives, private equity firms, and tertiary education providers.
- Two reciprocal visits from Fund Singapore and SCRIPT occurred in November 2017 and February 2018. This resulted in the execution of a tri-partite (Government – Industry – Academia) Memorandum of Understanding between Hon. Alannah MacTiernan MLC Minister for Regional Development, Fund Singapore, and Murdoch University to progress the Peel Agri-Innovation Precinct concept.
- Funding application submitted to the Federal Government's Regional Growth Fund for the Peel Agri-Innovation Precinct.
- Completion of the Business Transition Strategy (GHD) to identify Perth metropolitan food processing firms considering relocation and assessing their infrastructure, utility and job skill needs.

Peel Food Zone

- Completion of land use capability mapping in the *Planning for the Proposed Peel Food Zone* (GHD).
- Hosted 100 industry and government representatives at the State-wide Protected Cropping Horticulture Forum in Mandurah.

Peel Integrated Water Initiative

- Successfully leveraged Federal Government funding to extend the research associated with the Managed Aquifer Recharge (MAR) pilot study.
- Pilot bore drilling for MAR, aerial electro-magnetic survey and natural wetlands study conducted.
- Collaboration between the Department of Water and Environmental Regulation; CSIRO; MZI; Department of Primary Industries and Regional Development; and growers to trial soil amendments that will hold water and nutrients, and reduce flow of nutrients into estuary.

Local Content

- Appointment of a Peel-based Local Content Officer.
- Commitment from LandCorp to use the Peel Business Park trunk infrastructure delivery as a pilot Local Content project.
- Hosted a WA Industries Link Regional Roadshow.



Project

Achievements & outcomes

East Keralup Future Uses	<p>The landholding known as East Keralup is currently in freehold ownership of Department of Communities (DoC). The site was originally intended for residential development, however due to environmental and other land constraints, these aspirations were determined to be unviable as part of the Strategic Assessment of the Perth Peel Regions (SAPPR) process.</p> <p>Through the SAPPR State Steering Committee, it was requested the Commission take the lead role in commissioning the <i>East Keralup Future Land Uses Working Group</i>, to deliver environmental and water quality objectives as well as conceptual land use options for the site.</p> <p>Work undertaken to date through this working group includes:</p> <ul style="list-style-type: none"> • A "Future Use Possibilities Plan" identifying a number of immediate and long-term land use options; • Environmental constraints mapping and refinement; • Six discreet work packages to achieve environmental and water quality outcomes consistent with the objectives of the SAPPR; and • A high level cost benefit analysis report to provide an economic context to future potential land uses at Keralup. <p>Achievements & outcomes:</p> <ul style="list-style-type: none"> • Established and chaired the inter-agency <i>East Keralup Future Uses Working Group</i>; • Completion of the <i>Future Possibilities East Keralup</i> pre-feasibility study; • Draft <i>Future Uses Possibilities Plan</i> submitted and approved by the WA Planning Commission; and • Substantial progress made upon a Draft Improvement Plan for the site.
Murray Airfield Airport Infrastructure Upgrade	<p>RACWA is seeking funding to undertake the development of services and facilities at Murrayfield to facilitate investment in line with the approved development plan. Investigations will also include the capability of the facility to be upgraded for international cargo freight.</p>
Peel Equine Strategy Implementation	<p>Published the <i>Peel Equine Strategy</i></p> <ul style="list-style-type: none"> • Undertook implementation actions of the <i>Peel Equine Strategy</i> including development of equine tourism products and events; facilitating regional planning discussions; linking to Peel Trails group; facilitating discussions between industry sectors.
Innovation/Science	<ul style="list-style-type: none"> • Contributed to the establishment of Peel Bright Minds with Regional Development Australia Peel. Ongoing contribution through the management committee participation. • Partnered with Murdoch University to bring Naked Scientist to Mandurah. • Hosted the Regional New Industry Fund Roadshow to contribute to the Peel Regional Innovation Roadmap.

AGRICULTURE & FOOD INNOVATION



Project

Achievements & outcomes

Murdoch Centre for Innovation in Agriculture (North Dandalup)	<ul style="list-style-type: none"> • Collaboration agreement signed between Murdoch University and C.Y. O'Connor Foundation for a long-term research partnership in the Peel. • Completion of a site analysis, cost benefit analysis, development application approval, design, engineering and quantity surveyor costs, and high-level governance structure for a facility to be constructed in North Dandalup. State and Federal Government funding applications under assessment.
Eco-Industrial Precinct	<ul style="list-style-type: none"> • Completion of the Peel Eco-Industrial Development Scoping Study. • Facilitated partnership between ManukaLife and C-Wise for a potential Eco-Industrial Precinct concept to retain businesses in the region and establish a new value-add honey production sector.
Rehabilitation of the Peel Harvey Estuary	<ul style="list-style-type: none"> • \$1.5 million has been committed as an election commitment within the 2017-18 budget over three years (2017-18 to 2019-20) to fund projects to ensure the continued health of the Peel-Harvey Estuary as a natural resource, and a fishery of importance to commercial and recreational pursuits. • An additional \$345,000 has been committed over three years for an officer (1.0 FTE) stationed at the Peel Harvey Catchment Council to lead rehabilitation and water quality projects to enhance the health of the Peel Harvey Estuary. • The Commission has been liaising with proponents on governance arrangements to facilitate the funding.



TOURISM EXCELLENCE



Project

Tourism

Achievements & outcomes

Tourism Investment Framework

- Tourism investment identified as a major opportunity for economic stimulus and job creation in the region.
- Delivered a collaborative Tourism & Investment Forum between the Commission, Mandurah and Peel Tourism Organisation (MAPTO) and industry representatives to engage regional stakeholders.
- Outcomes will contribute to the development of a Tourism Capital Investment Framework capturing endorsed ideas and opportunities to address barriers and constraints.

Progressed other priority actions of the Peel Tourism Infrastructure Strategy including:

- Cross regional trails development – supported Shire of Murray and agencies with funding opportunities for Dwellingup National Trails Project.
- Contributed to Peel Regional Trails Strategy Review initiative.
- Contributed to the Perth & Peel Mountain Bike Master Plan.
- Co-sponsored the delivery of consumer research to evaluate brand positioning and stimulate visitation.
- The Commission supported a DBCA submission to the Federal Regional growth Fund in May 2018 for a \$20m Collie – Dwellingup Tourism & Trails Initiative.



CAPABLE PEOPLE



Project

Achievements & outcomes

Peel Hospitality Training Centre

- Commission Board requested investigation of the establishment of a state-of-the-art hospitality training centre within the Mandurah CBD. The facility will provide the region with a world-class Centre of Excellence linked with industry to develop the calibre of the region's hospitality and tourism workforce. The proposed facility will consist of a commercial kitchen, a dining area, bar, cool room, freezer, storage area and training facilities.

Peel Workforce Skills Development

- Co-hosted the **Peel Employment Expo** and contributed to Mandurah Forum's Jobs Fair — approx. 100 jobs available.
- Hosted the **Peel Educators Forum** providing educators, career guidance officers and training providers with information on the likely jobs of the future in the Peel.
- Collaboration with **RED Appointments** to encourage and support jobseekers pathways into agriculture, attending jobseeker forum to discuss the future of farming jobs in the region.
- Presented outcomes of the **Transform Peel Workforce Skills Analysis** report and hosted an industry panel at the Mandurah Schools Professional Development Day.
- Contributed to an industry panel at the Peel CCI Future Proof Conference.
- Progressed **priority actions of the Peel Workforce Development Plan 2015-2018**.
- Chaired the Peel Workforce Development Alliance.



STRONG & RESILIENT COMMUNITIES



Project	Achievements & outcomes
Election Commitments – Strong & Resilient Communities	<p>The following election commitments were progressed:</p> <ul style="list-style-type: none"> • Peel Youth Medical Services Health Hub construction of facility (\$5m). • Allambee Counselling funding for family & domestic violence counselling to 2021 (\$1m). • GP down south 3 Tier Mental Health Program to 2020 (\$400,000). • Mandurah Foreshore Redevelopment (\$10 million).
Aged Care	<ul style="list-style-type: none"> • Quambie Park, Waroona secured \$1.8 million in State Government funding for Independent Living Units. • Bedingfeld Park, Pinjarra secured \$2 million in State Government funding for their dementia care expansion project. • Contributed to Sustainable Health Review. • Shire of Boddington independent living units opened (State – \$2.8m contribution).
Community	<ul style="list-style-type: none"> • Hosted a Peel youth forum to engage community providers in the development of the State Youth Strategy. • Number of guest presentations made at local Rotary, Probus and community groups. • Contribution to Peel Says No to Violence committee. • Participated in National Seniors conference. • Supported the funding bid for the Peel Youth Medical Services Health Hub.



ORGANISATIONAL EXCELLENCE



Project

Achievements & outcomes

Grants	<ul style="list-style-type: none"> Managed 98 grant projects (Regional Grant Scheme, Community Chest Fund and Local Projects Local Jobs). Acquitted 29 Regional Grant Scheme, Community Chest Fund and Local Project Local Jobs projects. Signed 11 agreements for Community Chest Fund and Regional Grants Scheme projects.
<i>Peel Regional Investment Blueprint</i>	<ul style="list-style-type: none"> 18 regional workshops undertaken to monitor and review the Blueprint objectives and inform ongoing regional priorities. Key regional statistics updated. Interim review report developed.
System Development	<ul style="list-style-type: none"> Implemented a Client Relationship Management information system. Reviewed a number of key organisational policies. Developed and implemented a staff Health and Wellness Program. Hosted Aboriginal school-based Certificate II Business trainee. Provided training in accordance with Units of Competency as outlined in the Training Plan supplied by SMYL (RTO).



Report on operations

(continued)

Financial targets

This section outlines how the Commission has performed against its financial targets. 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.

Income and expenditure

Total expenses are \$1,955,269 higher than the target. This is primarily due to services provided free of charge from Department Primary Industries and Regional Development (DPIRD) to support the Commission in 2017-18 financial year as a result of Machinery of Government changes and transfer of Commission employees to DPIRD. This item was not included in the original Section 40 budget for 2017-18 financial year.

The Net Cost of Services is also higher than the target for the reason stated above.

Financial item	2017-18 Target \$000	2017-18 Actual \$000	Variation to Revised Target \$000	Variation to Revised Target %
Total expenses	3,031	4,986	1,955	64.5
Net Cost of Services (including specific grants)	3,031	4,984	1,953	64.4
Salary expense level	209	220	11	5.3

Statement of financial position

Overall the Commission's balance sheet remains in a strong position, with net assets of \$1.234 million. This is an increase on 2016-17 of approximately \$230,447, being the net surplus for the year as shown in the Statement of Income and Expenditure.

Employee related provisions has decreased by \$218,283 in 2017-18 financial year. Due to Machinery of Government (MoG) changes and the transfer of the Commission's employees to DPIRD as of 1st of July 2017, leave liability balances were transferred from the Commission to DPIRD.

Financial item	2017-18 Target \$000	2017-18 Actual \$000	Variation to Revised Target \$000	Variation to Target %
Total equity	817	1,234	417	51
Borrowing limit	0	0	0	0

Cash flows

Overall there has been a decrease in cash of \$237,376, with cash at bank being \$925,969 at 30 June 2018.

Cash payments for employee benefits have decreased in 2017-18 because of Machinery of Government (MoG) changes and the transfer of the Commission's employees to DPIRD as of 1st of July 2017. The decrease in unrestricted cash is because of the second tranche of funding paid in July 2017 to the Department of Water (\$405,000) that was held as restricted cash as at 30 June 2017.

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

Report on operations

(continued)

Grants – financial support



The following projects have been supported by State Government through the Regional Grants Scheme (RGS) and Community Chest Fund (CCF).

Payments in 2017–18

Pinjarra Harness Racing Club	Disabled Access Ramp & Extension to Viewing Area	\$40,000	CCF
Shire of Boddington	Stage 1 Boddington Weir Pool Rehabilitation	\$30,000	CCF



The following projects have been supported by State Government through the Regional Grants Scheme (RGS) and Community Chest Fund (CCF).

Payments in 2017–18

Landcare SJ (on behalf of the Peel-Harvey Biosecurity Group and Serpentine Jarrahdale Men's Shed)	Invasive Cotton Bush in the Peel-Harvey Region	\$5,472	CCF
C Y O'Connor	Kikuyu Improvement Project	\$105,000	RGS



TOURISM EXCELLENCE

The following projects have been supported by State Government through the Regional Grants Scheme (RGS) and Community Chest Fund (CCF).

Payments in 2017–18

Hotham-Williams Economic Development Alliance Inc (HWEDA)	Marradong Country Self-Drive Trail	\$15,000	CCF
Mandurah and Peel Tourism Organisation	Peel Region Events Support Facilitation	\$40,000	CCF
Mandurah Performing Arts	Mandjar Jazz	\$15,672	CCF
Shire of Murray	Pinjarra Public Wi-Fi Project	\$42,854	CCF
Mandurah and Peel Tourism Organisation (MAPTO)	Peel Region Digital Asset Library	\$48,900	RGS
MAPTO	Mountain Bike Australia Cross Country National Series Double Header	\$53,000	RGS
National Trust	Jarrahdale Mill Manager House	\$215,000	RGS
Shire of Murray	Peel Regional Trails Co-ordinator	\$90,000	RGS
Western Australia Police Sport Federation (WAPSF)	Australasian Police and Emergency Services Games 2018 (APES Games 2018)	\$50,000	RGS



CAPABLE PEOPLE

The following projects have been supported by State Government through the Regional Grants Scheme (RGS) and Community Chest Fund (CCF).

Payments in 2017–18

City of Mandurah	Entrepreneurial Program Development and Implementation for Unemployed Youth	\$36,524	CCF
John Tonkin College P & C	IZRA – School to Career Transitional Event	\$7,000	CCF
Murdoch University	STEM Equipment for Schools – Pathways to Careers	\$64,044	RGS

Report on operations

(continued)



The following projects have been supported by State Government through the Regional Grants Scheme (RGS) and Community Chest Fund (CCF).

Payments in 2017–18

Boddington Community Resource Centre Inc	Boddington Community Website	\$20,000	CCF
Boddington Golf Club	Sand Greens Upgrade	\$18,150	CCF
Coolup Progress Association	Don Sparks Reserve Upgrade	\$7,000	CCF
Dwellingup Community Compact Incorporated	Town Bike Rack Project	\$5,546	CCF
Mandurah Offshore Fishing and Sailing Club	Facility Upgrade Boats	\$40,000	CCF
Mandurah Retirement Village – Coolibah Total Caring	Tickner Reserve Upgrade	\$40,000	CCF
Palliative Care WA (PCWA)	Engaging the Peel community in Advance Care Planning	\$28,000	CCF
Pinjarra Football and Netball Club Inc	Purpose built storage facility for Sir Ross McLarty Pavilion	\$7,666	CCF
Quambie Park Waroona Inc.	Generator for Power During Bushfire Emergencies and Power Failure	\$25,000	CCF
Shire of Serpentine Jarrahdale	Byford Skate Park Stage 1b	\$50,000	CCF
Woodturning Association of WA Mandurah Group	Shed Extension	\$13,706	CCF
City of Mandurah	Floodlighting Installation – Peelwood Reserve 2 and 3	\$150,000	RGS
Mandurah Country Club	Building Refurbishment	\$130,000	RGS
Mandurah Mustangs Football Club Inc	Mandurah Mustangs Communal Facility	\$125,000	RGS
Murdoch University	Mandurah Dolphin Research Project	\$56,500	RGS
Port Bouvard Surf Life Saving Club	Development of Lifesaving Services for the City of Mandurah	\$300,000	RGS
Quambie Park Waroona Inc	Social Inclusion Centre for the Aged	\$70,000	RGS
Shire of Murray	Murray River Foreshore Redevelopment – Stage 1	\$275,000	RGS
Shire of Murray	Murray Regional Equestrian Centre Cross Country Course	\$93,350	RGS
Shire of Serpentine Jarrahdale	Static Water Supplies Jarrahdale	\$133,650	RGS
Shire of Waroona	Renovations, Extensions & Additions to Preston Beach Community Centre	\$225,000	RGS

Client survey

In order to assess how the Commission's stakeholders rate our performance against these objectives, a client survey was carried out in June 2018. An independent market research consultant (*Perth Market Research*) conducted an online survey of clients and stakeholders. Email and telephone follow ups were used to ensure that there were sufficient responses for statistical reliability. 235 surveys were completed representing a variety of sectors; a response rate of 52.2%.

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 goals.

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

- *Peel Development Commission makes a positive contribution to the Peel's economic base.*
- *Peel Development Commission promotes the region effectively.*
- *Peel Development Commission actively supports the growth of businesses to increase job opportunities.*
- *Peel Development Commission facilitates regional initiatives to develop new businesses.*
- *Peel Development Commission engages with industry and stakeholders to drive economic growth in the region.*
- *Peel Development Commission facilitates agricultural innovation through the Transform Peel program.*
- *Peel Development Commission supports training and education initiatives that will improve employment prospects for Peel residents.*
- *Peel Development Commission encourages the provision of identified tourism infrastructure needs.*
- *Peel Development Commission encourages the responsible management of the natural environment.*
- *Peel Development Commission staff provide professional, timely and helpful advice.*
- *Peel Development Commission provides useful and timely information about the Peel in a variety of ways.*
- *Peel Development Commission's website provides useful and relevant information for my needs.*
- *Peel Development Commission's ebulletin provides useful and relevant information for my needs.*
- *Peel Magazine provides useful and relevant information for my needs.*

Report on operations

(continued)

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	2017-18 Target %	2017-18 Actual %	Variation %
Client satisfaction with the contribution to the region’s economic base	85	82.1	2.9

Key outcome areas	2015 %	2016 %	2017 %	2018 %
Client satisfaction with the contribution to the region’s economic base	86.4	88.8	86.6	82.1

It should be noted that while scores across these areas vary, all are well above the mid-range and reflect a positive perception of the Commission across the community.

Figure 2 shows the distribution of scores for 2017-18. 82.1% of respondents agreed with the statement (28.5% – strongly agree and 53.6% agree), with only 4.3% of respondents disagreeing. 13.6% of respondents were neutral on the issue.

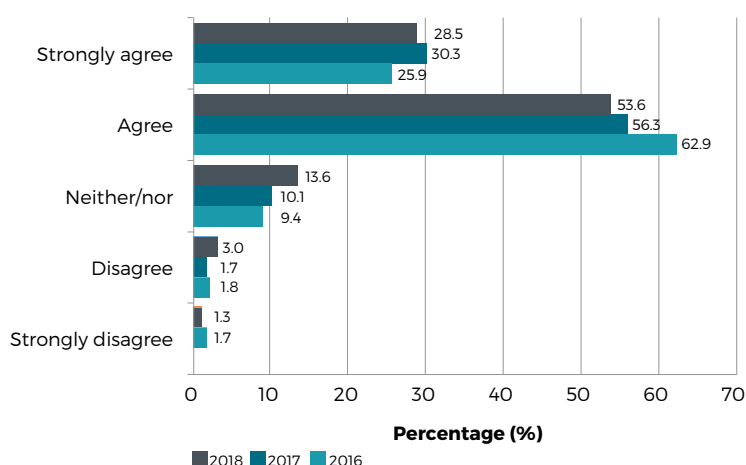


Figure 2 Distribution of scores for 2017-18

Source: Perth Market Research Client Survey June 2018

Demographic breakdowns based on locality and main sector of operations are shown in Figure 3. The graphs show varied results, although it is noted that Waroona, Boddington and Murray show lower statement agreement compared to other localities.

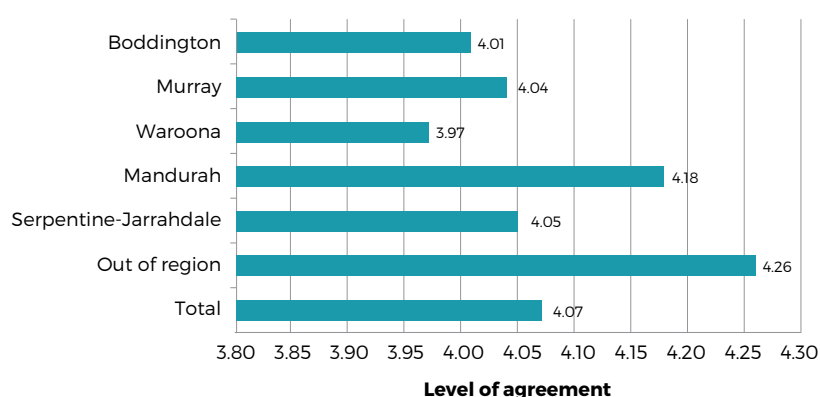


Figure 3 Distribution by locality

Source: Perth Market Research Client Survey June 2018

Charities and not for profit organisations also show lower statement agreement compared to Government sectors (Figure 4).

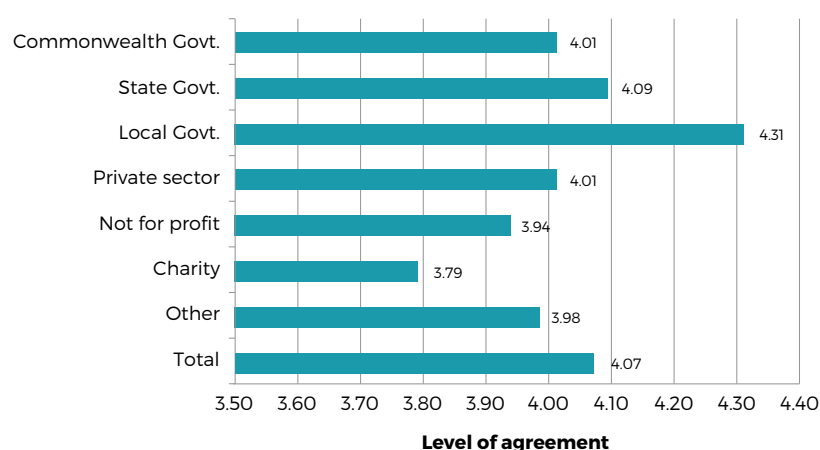


Figure 4 Distribution by operational sector

Source: Perth Market Research Client Survey June 2018

It is pleasing to note that the key satisfaction score remains at a very high level despite there being a period of considerable uncertainty across the government sector and the resources available to the regions.

Report on operations


(continued)

Client feedback

The client survey asked whether respondents agreed with the statements:

Survey statement	2016-17 satisfaction %	2017-18 satisfaction %
<i>Peel Development Commission facilitates regional initiatives to develop new businesses.</i>	75.7	82.2
<i>Peel Development Commission engages with industry and stakeholders to drive economic growth in the region.</i>	74.5	82.5
<i>Peel Development Commission facilitates agricultural innovation through the Transform Peel program.</i>	75.1	71.5
<i>Peel Development Commission encourages the provision of identified tourism infrastructure needs.</i>	69.2	68.5
<i>Peel Development Commission supports training and education initiatives that will improve employment prospects for Peel residents.</i>	69.5	68.1
<i>Peel Development Commission actively supports the growth of businesses to increase job opportunities.</i>	68.5	77.4
<i>Peel Development Commission encourages the responsible management of the natural environment.</i>	69.2	74.9
<i>Peel Development Commission promotes the region effectively.</i>	81.8	87.6
<i>Peel Development Commission staff provide professional, timely and helpful advice.</i>	83.8	87.3

Source: Perth Market Research Client Survey June 2018

Respondents were asked whether they thought that Peel Development Commission provided useful and timely information about the Peel in a variety of ways and respondents were asked to specifically comment on the website, monthly e-bulletin and the *Peel Magazine*. The table below summarises the satisfaction with the Commission's communication channels. 

Survey statement	2016-17 satisfaction %	2017-18 satisfaction %
<i>Peel Development Commission provides useful and timely information about the Peel in a variety of ways.</i>	90.0	84.7
<i>Peel Development Commission's website provides useful and relevant information for my needs.</i>	62.3	69.0
<i>Peel Development Commission's e-bulletin provides useful and relevant information for my needs.</i>	77.0	79.6
<i>Peel Magazine provides useful and relevant information for my needs.</i>	73.5	76.6

Source: Perth Market Research Client Survey June 2018



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