

# PEEL DEVELOPMENT COMMISSION ANNUAL REPORT

2020-21



GOVERNMENT OF  
WESTERN AUSTRALIA

**PEEL** Development  
Commission



# ACKNOWLEDGEMENT OF COUNTRY

The Peel Development Commission acknowledges Australia's Aboriginal and Torres Strait Islander community as Australia's first peoples, and the Bindjareb people as the traditional custodians of the Peel region.

We acknowledge their continuing connection to land, sea and community and pay our respect to their cultures and to Elders both past and present.

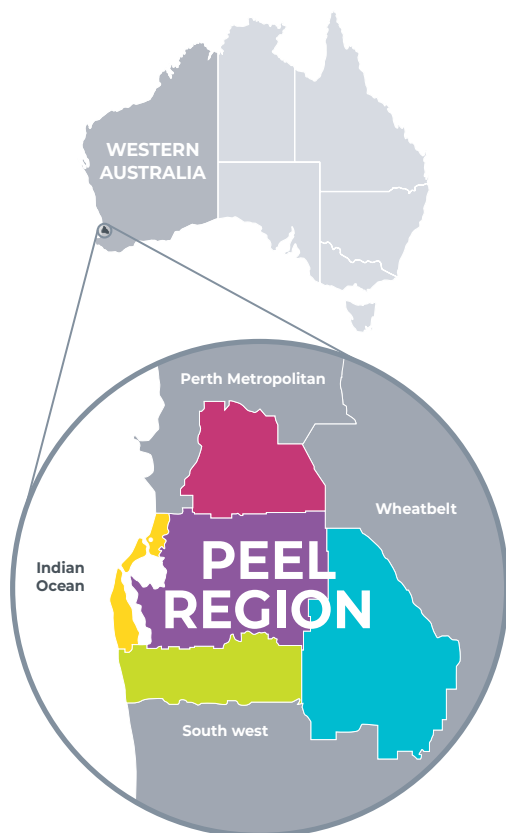
*Waugal*

During the 2021 Peel Development Commission Planning Workshop, Commission staff went on a cultural tour in Dwellingup hosted by Maitland Hill.

As part of Maitland's explanation of the Noongar belief in the Waugal and its control over fresh water, our team each threw a handful of soil into the water to let the Waugal know of our presence.



## Our location



### Local government areas

- City of Mandurah
- Shire of Waroona
- Shire of Boddington
- Shire of Murray
- Shire of Serpentine Jarrahdale

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# STATEMENT OF COMPLIANCE

## To the Hon. Alannah MacTiernan MLC

Minister for Regional Development; Agriculture and Food;  
Hydrogen Industry

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 2021.

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.



**David Doepel**  
Chair

September 2021

**Andrew Ward**  
Chief Executive Officer

September 2021



# WELCOME

## Welcome to the Peel Development Commission Annual Report 2020–21

This annual report has been produced for our stakeholders to describe the operational, financial and service performance of Peel Development Commission for the 2020–21 financial year.

As well as providing information about the services delivered to the Peel region over the past 12 months, it also highlights the achievements of the Commission and sets out how we are addressing the challenges and opportunities that face our region now and in the future.

Peel Development Commission's annual report is available as a PDF download from [peel.wa.gov.au](http://peel.wa.gov.au) and is available in alternative formats upon request.

Enquiries and feedback may be directed to:

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<http://peel.wa.gov.au>



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Disclaimer: 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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# OVERVIEW

## About the Peel Development Commission

### 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 with membership categories of community, local government and Ministerial representation.

### 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; and
- 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

The vision for regional development in Western Australia is;

**“a diversified State economy that is independent of non-renewable resource extraction.”**

The Regional Development Trust, the body responsible for advising the State Government on regional strategy, has formulated five strategic themes for regional development. The regional development themes are an important mechanism for aligning effort across regions while still allowing for regional prioritisation.

1. Resource and energy sector development
2. Industry diversification
3. Normalise living standards
4. Normalise Aboriginal economic development
5. Organisational excellence

To make Peel an even better place to live, work and invest we develop and support initiatives that align with the regional development themes and organise our goals and objectives for Peel under the six sub-themes of the *Peel Regional Investment Framework*.

These are:

1. Thriving industries
2. Agriculture and food innovation
3. Tourism excellence
4. Capable people
5. Strong and resilient communities
6. Organisational excellence

Building sustainable pathways for the economic and social development of the Peel while protecting and nurturing our natural environment is critical to the region's long-term sustainability.

All of our regional work in creating thriving industries, agriculture and food innovation, tourism excellence, capable people, strong and resilient communities and organisational excellence is underpinned and balanced by the protection and conservation of our natural environment.

## Our themes



Our...

## vision

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

## purpose

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

## 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.



### 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.



### Collaboration

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



## From the Chair



2020–21 was certainly not a ‘business as usual’ year and while it has definitely been a stressful and overwhelming time for many, I’ve also been amazed by the way our communities demonstrate their ability to cope and their willingness to reach out to others to contribute to the important recovery of our region.

COVID-19 had a marked and continuing impact on many of the region’s businesses and definitely reinforced the importance of building regional resilience.

Behind every successful project that contributes to the Commission’s goals around thriving industry, tourism excellence, workforce development, health, well-being and social plans for the Peel, you’ll find the capable and resilient people that make up the rich tapestry of our communities.

Peel’s business community and our support for local business is critical to our region. Local businesses create jobs, diversify our industries and local economy, build economic resilience in the region, and play a crucial role in creating thriving communities with a sense of connection and place, and attracting investment.

The Commission’s facilitation, advocacy and activation of big-vision initiatives like Transform Peel provide a pathway for developing industries and markets that will stimulate our local economy and provide opportunities for our local enterprises. After many years of meticulous planning and collaboration between key government agencies and

industry representatives, it was incredibly gratifying to see so many milestones achieved this year and creates momentum in the region that extends well beyond Transform Peel itself.

The Peel Business Mastery Event, for example, was specifically designed to support our region’s small and medium businesses with the most common business challenges. We wanted to give the business community a chance to access some of the best minds in government and industry through workshops and one-to-one advice sessions. It was an incredibly valuable event for sharing knowledge, experience, and resources, networking and relationship building and the popularity of the event indicates the appetite for this kind of business support in the region.

The Round 3 RED Grant recipients announced in November 2020 highlight projects that help create and sustain thriving industries in our region. It’s always exciting to see who the recipients are, learn about their projects and how these projects develop over time.

The Commission also continued its ongoing collaboration with education

and social sectors to advance our objectives in improving education outcomes, developing a future-ready workforce and enabling the co-creation of best practice social services decision making. The March TedX event featured twelve amazing, inspiring, connected, informative and entertaining speakers from a variety of backgrounds speaking about the art and science of positive change — both necessary and relevant for regional development.

We are fortunate in the Peel to have so many talented, passionate and capable people leading our communities toward a bright future. This annual report highlights many of the projects and initiatives championed throughout this financial year that contribute to the Peel region’s growth. I thank our regional stakeholders, my fellow board members and Commission staff for their continued leadership, collaboration and engagement in achieving the development and promotion of the Peel region. 🦋

A handwritten signature in blue ink that reads 'Paddy Creevey'.

**Paddy Creevey OAM**  
Chair

## CEO's foreword



The Peel Development Commission is a small agency that delivers big impacts in the Peel. With a dedicated, agile and motivated team, we've consistently delivered on our goals for the region's growth through collaboration, engagement, and partnership.

Our achievements through the 2020–21 financial year highlight the Commission's vital role in facilitating, advocating and activating projects, initiatives and alliances that develop Peel and as a progressive, prosperous and dynamic region with a culture of care.

The impacts of the COVID-19 pandemic continued to be felt and more deeply understood through 2020 and into 2021. With a population-driven economy heavily focused on service delivery, many of our local businesses and tourism and hospitality operations were significantly impacted by restrictions and circuit-breaker Perth-Peel lockdowns.

The Commission continues to play a key role in providing the state government with regional intelligence and advocating for the development and implementation of region-specific support. In gathering this data through our regional stakeholder networks, we identified a gap in data collection capacity in the regional development portfolio.

To address the gap, the Regional Data Group was formed and created the regional data dashboards to provide a consistent framework to aid COVID-19 decision-making. This work has

been invaluable in informing state priority areas and understanding the unique needs and impacts of the individual regions.

Cultivating a deep understanding of the region's economy and the impacts of COVID-19 has provided an even stronger context and reason to support our regional projects.

Regional resilience relies on collaboration across industry, community and environment to ensure the long-term benefits of growing Peel socially and economically are realised by the people of the region both now and for generations to come.

It means planning, establishing, and championing long-term visionary projects like Transform Peel and Transform Mandurah to transform the region by creating jobs and industry. It means supporting major infrastructure projects that improve the region's public amenities, connectedness and employment opportunities. It means making sure government tender opportunities are accessible to our regional businesses and that they have support to increase their capability and capacity to participate successfully in government contracts.

This report illustrates some of this year's major achievements and milestones through the region's projects and initiatives. These achievements also highlight a sense of the region's resilience and strength of community.

To the people of the Peel region, our project partners, our local government authorities, our industry colleagues, peers and allies — I thank you for your contribution and ongoing collaboration. Working together allows us to develop big visions and implement aligned initiatives to achieve our goals for the region.

I also acknowledge and thank the Commission staff and Board members for the knowledge, commitment, and experience they bring to their roles and contribute to the achievement of the Commission's work in the development and promotion of the Peel region.

A stylized, handwritten signature in black ink, appearing to read 'Andrew Ward'.

**Andrew Ward**  
Chief Executive Officer



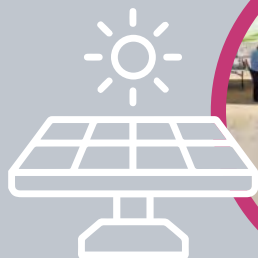


# Peel

A PROGRESSIVE,  
PROSPEROUS AND  
DYNAMIC REGION

PROGRESSIVE | PROSPEROUS | DYNAMIC

# 2020-21 snapshot



## TRANSFORM PEEL

- Peel Business Park Stage 2 launch
- WA Food Innovation Precinct construction commenced
- Bushfire Centre of Excellence complete
- Microgrid installed

➔ For more see page 25



## ELECTION COMMITMENTS

Stakeholder engagement on 5 major commitments and oversight and administration of 89 small commitments

➔ For more see page 49

## PEEL INVESTMENT PROSPECTUS LAUNCHED

➔ For more see page 31



Supporting



## SUB-REGIONAL ECONOMIC OPPORTUNITY ANALYSIS

Murray & Serpentine Jarrahdale complete

➔ For more see page 29



## PEEL BUSINESS MASTERY EVENT

Supporting the Peel business community

➔ For more see page 32





## GRANTS AWARDED

Managed 45 grants and committed \$1.033M through the Regional Economic Development (RED) Grants program

➔ For more see page 12



## TRAILS DEVELOPMENT

Dwellingup National Trails Visitor Centre officially opened

➔ For more see page 39



## CLIENT SURVEY

Delivering on our objectives — 88% satisfaction rating

➔ For more see page 49

## BODDINGTON FORESHORE REDEVELOPMENT

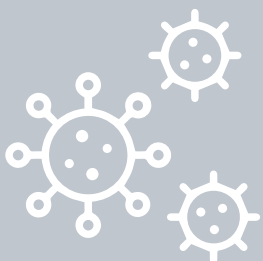
Hotham Park officially opened

➔ For more see page 39



## COVID-19 RESPONSE & RECOVERY

Facilitated regional data and informing State Government



## REGIONAL FILMING

Outback Car Hunters

➔ For more see page 40



## DWELLINGUP FUTURES ROADMAP PRODUCED

➔ For more see page 47



*Growing*

## Grants and funding

The Peel Development Commission congratulated the successful third round RED Grant recipients on securing funding for their projects in November 2020.

These ten projects will help create and sustain thriving industry in the Peel region through business development, increased manufacturing capability, and expanded local tourism in the region. We look forward to seeing how these projects progress over time.

The Regional Economic Development Grants (RED Grants) program is a \$28.8 million (over five years) State Government initiative that invests in community-driven projects to stimulate economic growth and development in regional Western Australia.

Delivered locally by the State's nine Regional Development Commissions, RED Grants support individual projects that contribute to sustainable jobs, expand or diversify industry, develop skills and capability, attract new investment or maximise recovery from COVID-19 impacts to the region.

### JARRAHFALL BUSHCAMP



**\$170,000**

The Fredricks Corporation Pty Ltd will use a \$170,000 grant towards the upgrade of the Jarrahfall Bushcamp accommodation, dining and activity facilities to increase capacity to host more school groups, events and training days. The upgrade will create new local jobs to deliver the services, increase visitor capacity and enable the diversification of target markets to drive tourism visitation to the Dwellingup area.





## PRIME MEAT CO PTY LTD



**\$120,000**

Prime Meat Co Pty Ltd will upgrade the hot water system as part of the recommissioning of the Waroona abattoir. Once the abattoir commence operations it will create up to 330–350 new jobs at full operating capacity and provide economic benefit for the region in a priority industry sector.

## COMMUNITY RECYCLING WA



**\$117,112**

Community Recycling WA is receiving \$120,000 to establish a mobile recycling deposit scheme for Boddington, Waroona, Pinjarra and Serpentine-Jarrahdale and build permanent depot points at Pinjarra and Serpentine-Jarrahdale. The project is set to create 20 new jobs by the end of 2020 to deliver the program and returns profits to the community through social enterprise development.

## KANYANA ENGINEERING PTY LTD



**\$100,000**

Kanyana Engineering will invest \$100,000 to purchase new high tech fabrication equipment to increase production to service businesses otherwise seeking overseas manufacturing services. This investment will increase supply and production capability, enabling competitiveness in mining and rail supply and create local jobs.



## Grants and funding (continued)

### MIAMI BAKEHOUSE



**\$90,000**

The iconic Miami Bakehouse will expand its baking capacity through the introduction of supplementary baking equipment and a mobile bakery capability. This will result in sustainable job growth in the region and the ability to access new markets, exporting food products from the region.

### LITTLE STILLER



**\$80,000**

Little Stiller Mandurah's \$80,000 grant will provide opportunity to develop a boutique tavern with a fully operational gin distillery within Mandurah central, creating local jobs as well as a tourism and hospitality attraction.

### JARRAHDAL EQUESTRIAN



**\$80,000**

The Jarrahdale Equestrian Arena Upgrade will include the construction of an all-weather shed structure, stables, and viewing platform enabling the arena to be used in all weather conditions and in the evening. This will enable the business to increase productivity and offer a high quality tourism product.

## MANDURAH CRUISES



**\$60,000**

The Mandjar Bay Beach Activity Activation will provide a unique experience to visitors through the purchase of water bikes and a mobile mooring pontoon. It is part of Mandurah Cruises post COVID strategy to broaden services offered beyond boat tours by providing a new, complementary tourism product.

## GROUNDSWELL DRIVE THRU



**\$33,000**

Groundswell Drive Thru is establishing a bean to bar chocolate industry in Mandurah through the purchase of equipment required to wood fire roast fermented chocolate beans into nibs for supply to local chocolate makers. This project supports the region's goals for growth in both the food production and tourism sectors.

## SERPENTINE JARRAHDAL FOOD AND FARM ALLIANCE



**\$30,000**

Serpentine Jarrahdale Food and Farm Alliance is supporting the establishment of the SJ Farmers' Market with the purchase of a mobile cool room trailer for use at the market and to enable an online ordering function supported by the development of a website. This regular event will attract visitation to the area and enable local farmers and food producers to supply fresh produce to consumers.

# OUR PEOPLE

## Our Minister



### Hon Alannah MacTiernan MLC

**Minister for Regional Development;  
Agriculture and Food; Hydrogen Industry**

Peel Regional Development Commission reports to the Hon Alannah MacTiernan, Minister for Regional Development; Agriculture and Food; Hydrogen Industry. 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 six regional representatives comprising local government, community and ministerial nominees. The Chief Executive Officer is also a member of the Board.

**Peel Development  
Commission Board**

**Chair**  
Paddi Creevey OAM

### Regional representatives

Alan Cransberg  
Rhys Williams  
Cr Michelle Rich  
David Doepel  
Michelle Sidebottom  
Andrew Ward



### Paddi Creevey OAM, Chair

**Ministerial Representative**

26/09/17 — 12/11/18

**Community Representative**

12/11/18 — 30/06/21

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. Paddi has served on a number of Boards and Committees including the Peel Region Scheme Planning Committee, Regional Development Australia Peel (RDA Peel), Coasts and Climate Change Council, Local Government Advisory Board, Ministerial Working Group for Greater Participation of Women in Local Government and Peel-Harvey Catchment Council. She currently sits on the Board of WestAus Crisis & Welfare Services (WACWS) and in 2019 was appointed to the Western Australian Planning Commission in the position of nominee of the Regional Minister. 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.





### **Alan Cransberg, Deputy Chair**

#### **Ministerial Representative**

**10/06/19 – 30/06/22**

Mr Cransberg brings to the role extensive corporate experience most notably as former Chairman and Managing Director of Alcoa Australia and President Alcoa Global Refining. He also brings a depth of experience from having led, reported to and been a part of numerous boards throughout his career including his current appointments of Chair Wirrapanda Foundation and Corporation, Director John Swire and Sons Pty Ltd, Director University of Western Australia (UWA) Business School, Director SAS Resources Trust and Director Stealth Global Industries. Mr Cransberg's professional experience has seen him achieve impressive results and outcomes for the organisations he has led and been involved in. Mr Cransberg is a proud West Australian and lives in Mandurah.



### **Rhys Williams**

#### **Local Government Representative**

**1st Term: 29/01/18 – 31/12/20**

**2nd Term: 31/12/20 – 31/12/21**

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, a former Chairman of the Mandurah Performing Arts Centre and current Chairman of John Tonkin College.



### **Cr Michelle Rich**

#### **Local Government Representative**

**1st Term: 29/01/18 – 31/12/19**

**2nd Term: 01/01/20 – 31/12/20**

**3rd Term: 31/12/20 – 31/12/21**

Cr Michelle Rich was recently re-elected for another four-year term as Councillor with the Shire of Serpentine Jarrahdale and as Shire President for a two-year term. With a background in small business, Cr Rich brings a solid understanding of new business and environmental issues. She is passionate about promoting the Shire of Serpentine Jarrahdale and the overall Peel region as a tourism destination whilst encouraging economically sustainable, environmentally sound developments that protect the character, lifestyle and rural history of the area. Cr Rich currently represents Council on the CEO Employment Committee and Audit, Risk and Governance Committee and she is the Peel Zone representative on the State Council of WALGA.



### David Doepel

#### Ministerial Representative

20/01/20 – 31/12/22

David Doepel is already well known in the Peel region through his work with Murdoch University and the Future Food Cooperative Research Centre. Mr Doepel has more than 30 years of experience as an innovator and entrepreneur and has held senior positions in industry, academia and government in Australia and the USA. He is currently Managing Director of Demand Film Ltd, and is an active farmer focussing on horticulture agtech and value-added foods and beverages. He also serves as a long-standing strategic research consultant to Murdoch University. He was formerly the inaugural Trade Commissioner for WA in the Americas, a policy adviser and speechwriter to Premier Alan Carpenter and Deputy Vice-Chancellor of Research at Murdoch University and is first author of The Murdoch University Third Commission on Africa.



### Michelle Sidebottom

#### Community Representative

1st Term: 10/09/18 – 30/06/21

2nd Term: 01/07/21 – 30/06/24

Michelle Sidebottom's professional experience has seen her design, develop and implement business and workforce developmental projects with the private sector, peak industry associations and local, State and Federal government agencies. She is the Managing Director of Breakaway Tourism Pty Ltd, a project management, facility management, and consultancy company specialising in tourism, hospitality, events, recreation, accommodation solutions, training, and workforce development. Michelle is a former judge for the Australian and Western Australian Tourism Awards and is currently a Board Member of Visit Mandurah, Board Member of Coolibah Care (aged care facility), Chair of judges for the Clubs Western Australia Awards for Excellence, and Industry Advisor for the Western Australian Indigenous Tourism Operators Council.



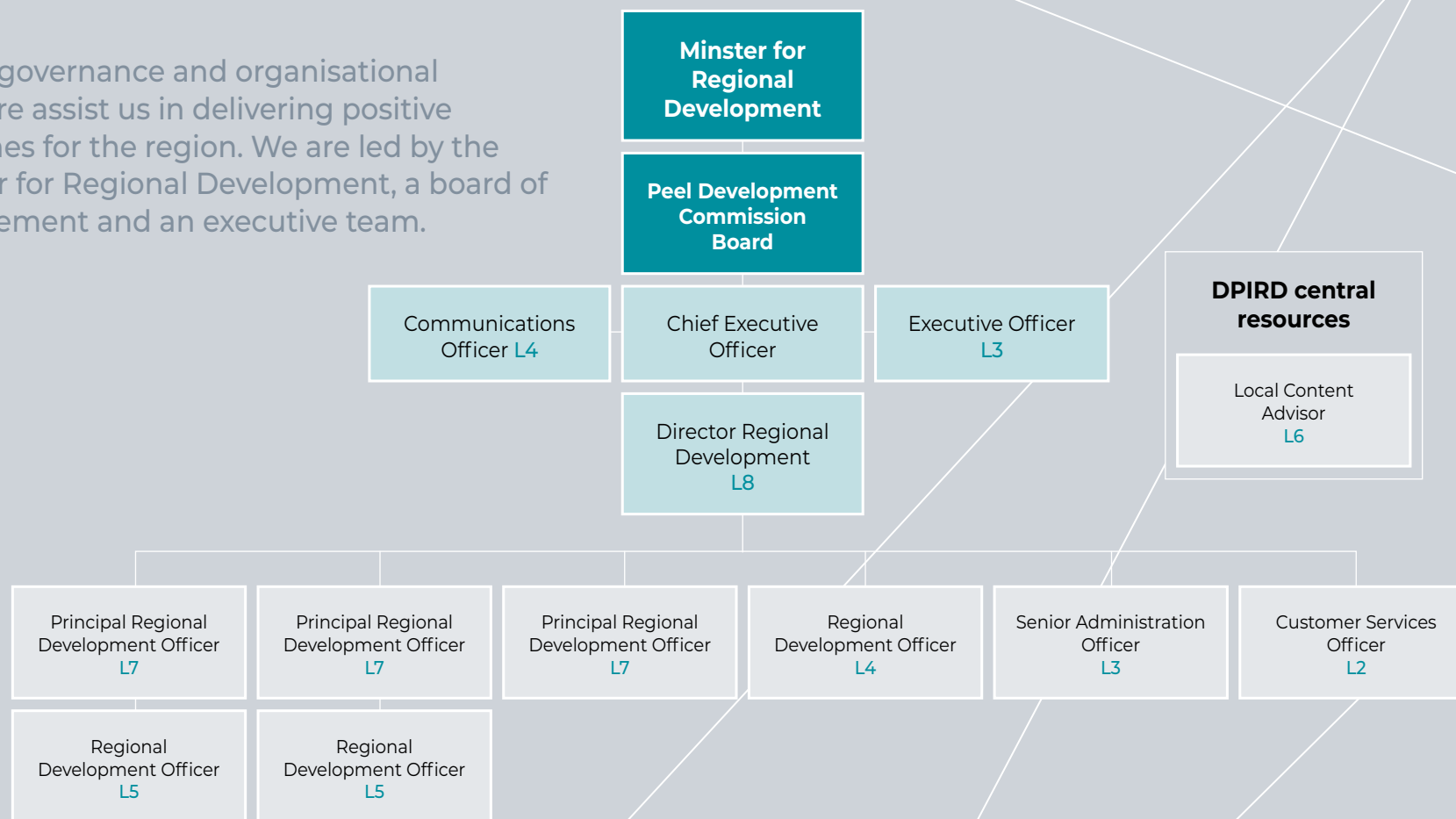
### Andrew Ward

#### Chief Executive Officer

Mr Ward is Chief Executive Officer of the Peel Development Commission and is a member of the Board. Andrew joined the Commission in 2016 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.

# 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.





# PERFORMANCE

## 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 as provided in the Act, to coordinate and promote the economic development of regions of Western Australia, align with the government goal of growing and diversifying the economy, creating jobs and supporting skills development and the five themes of regional development endorsed by the Regional Development Trust.

Delivering stronger regional economies is key to achieving this goal at a state level and Regional Development Commissions facilitate these outcomes through the development and promotion of the nine regions.

### Outcomes based management framework

Performance against the government desired outcome of delivering stronger regional economies is monitored by an effectiveness indicator.

#### Desired outcome

**The development and promotion of the Peel region.**

#### Effectiveness indicator

**Client satisfaction with the contribution to the region's economic base.**

Our mission provides the foundation for the regional development and promotion goals and objectives we strive to achieve to strengthen Peel's local economy.

### Shared responsibilities with other agencies

The Commission shares responsibility for the goal of growing and diversifying the economy, creating jobs and supporting skills development with the Department of Primary Industries and Regional Development (DPIRD). The majority of the resources available to the Commission are supplied by DPIRD, including all of the staff except the Chief Executive Officer.

The Commission works in partnership with DevelopmentWA, DPIRD and the Department of Water and Environmental Regulation to deliver the Transform Peel program, a long-term development program designed to diversify the region's economy, create jobs and secure better environmental outcomes for the 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.

## Agency performance

### Our mission

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

### Our goals and objectives

The Peel Development Commission is working to make the Peel region an even better place to live, visit, work and invest in. Our mission is aligned to the State priorities of delivering regional prosperity, diversifying the economy, creating jobs and supporting skills development and the Regional Development Trust's five regional development themes.

Our [Regional Investment Framework](#) (Framework) and [Strategic Plan](#) expresses our Peel-specific themes and the goals and objectives we strive to achieve.

The Framework sets a vision for the Peel to 2050 as a progressive, prosperous and dynamic region with a culture of care through development within six core themes. The Strategic Plan translates that long-term vision into our priorities for a 3-year period.

1. Thriving industries
2. Agriculture and food innovation
3. Tourism excellence
4. Capable people
5. Strong and resilient communities
6. Organisational excellence





## Strategic Plan

Our [Strategic Plan](#) reflects our shared responsibility with other agencies in achieving the goal of growing and diversifying the economy, and our commitment to working in partnership with all levels of government, industry and the community. Implementation of the strategies included in the plan provide the catalyst for achieving the vision of Peel at 2050 as outlined in the *Peel Regional Investment Framework*.

The *2020–21 Annual Report* reflects the Commission's objectives as outlined in the *2020–22 Strategic Plan*.

The key strategic objectives against each theme's goal are as follows:

**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 towns with a regional city hub
- 1.3** Encourage the expansion of the Peel equine industry
- 1.4** Establish stakeholder alliances to support strategies and initiatives
- 1.5** Support increased Indigenous participation in Peel's economy
- 1.6** Support regional initiatives to grow small and medium enterprises

See page 24



**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** Build international research capability
- 2.3** Develop Peel as a food and trade hub
- 2.4** Promote Peel's unique agri food opportunities

See page 35



**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
- 3.3** Increase Indigenous involvement in regional tourism

See page 38





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

- 4.1 Strategies to develop human capital
- 4.2 Enable a highly skilled, competitive workforce
- 4.3 Ensure youth pathways to employment

See page 42



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

- 5.1 Strategies for secure housing and employment services
- 5.2 Develop a range of active aging plans
- 5.3 Targeted social services
- 5.4 Sport and leisure plans
- 5.5 Development of arts and culture events and facilities

See page 45



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

See page 48





# 1.0

## Thriving industry

### Our goal

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





Through facilitation and advocacy, the Commission works to diversify our local economy and attract investment into the region by supporting existing and implementing new projects to deliver results.

Our objectives of identifying new and expanded market opportunities, both locally and in export markets, building innovation and business capability to expand into new markets, attracting investment to enable critical infrastructure and maximising regional business participation in local contracting opportunities have been delivered this year through the following projects and initiatives.

### Transform Peel — Peel Business Park

Transform Peel is a 35-year visionary project to create new industries, more jobs and improved food security, through innovation, research and collaboration. It leverages the region's advantages and proximity to transport routes of road, rail, air and ports and a shared time zone with developing Asian markets. A rapidly growing population, access to onsite research, development and training facilities, and best practice food provenance represent the depth of this opportunity as an integrated project encompassing innovative water, energy and waste management solutions through its centrepiece, the Peel Business Park, including the Western Australian Food Innovation Precinct.



### Australian-first innovation powering jobs at Peel Business Park

Australia's first renewable energy industrial microgrid is up and running at the Peel Business Park, with the innovative network providing power to the site following the completion of Stage 1 works.

The Australian-first microgrid, delivered by a consortium led by Peel Renewable Energy together with Sunrise Energy and Synergy, brings together a mix of onsite solar generation, battery storage assets and the backing of a small grid connection to deliver cheaper and greener power for businesses at the park.

This green and sustainable initiative has significantly reduced standard infrastructure upgrade costs for existing supply networks by an estimated \$60 million, and has enabled early development of industrial land, delivering much-needed jobs to the region.





### Bushfire Centre of Excellence construction complete

The Bushfire Centre of Excellence, the first of its kind in Australia, provides knowledge, technical expertise, science and research, plus training for bush firefighters and other emergency services personnel across Western Australia.

The \$33 million facility named Karla Katitjin, meaning 'fire knowledge' in Noongar language, was officially opened in January 2021. The centre will bring together volunteer and career firefighters, bushfire practitioners, traditional land owners, researchers and scientists to share their bushfire management knowledge, skills and practices.

The project employed about 94 people with 55 per cent of the work carried out by regional contractors and is a major feature of the Peel Business Park incorporating training rooms, outdoor training spaces, meeting rooms, artwork, interpretive information and bespoke landscaping.



\$33m

FACILITY

94

PEOPLE  
EMPLOYED

### WAFIP construction commences

The WA Food Innovation Precinct will be Western Australia's first centre of excellence for research, development and commercialisation of new agriculture technology, and innovative value-added food products. The Precinct is being developed in the Peel Business Park to support

Western Australia in building a robust and vibrant food and beverage manufacturing sector. May 2021 saw the commencement of construction of the precinct, a foundational achievement for the Precinct and a major milestone for the Peel Business Park and Transform Peel project.





The Western Australian Food Innovation Precinct will comprise a research and development facility, production building and innovation centre. By mid-2022 the Precinct will house agrifood research and development experts, innovative start-ups, business services related to trade and markets and a one-stop common-use food technology facility.



*building*

**A ROBUST AND VIBRANT  
FOOD AND BEVERAGE  
MANUFACTURING SECTOR**

### Enterprise Support Program and Experts In Residence programs launched

The Enterprise Support Program, a partnership between the Shire of Murray, DevelopmentWA and the Department of Primary Industries and Regional Development, offers up to \$200K in dollar for dollar co-funding that will enable industry to pursue commercial research and development projects through the Western Australian Food Innovation Precinct. Support is available for small to medium agri-businesses, enterprises and entrepreneurs seeking opportunities for commercialisation of new ag-technology, business development opportunities, product development and value-adding,

adopting innovation, enabling market access and increasing local capabilities and efficiencies.

The X-Protein Lab Program is a six-month program designed to scale up WA based startups focused on the production of alternative protein and functional foods. Ten successful applicants will be paired with four WAFIP Experts in Residence, from Singapore and Australia, who will mentor and advise the companies on R&D, technology readiness, IP, product-market fit, business models, consumer and market acceptance, investment potential, global relevance and more.



**10**

**APPLICANTS**

**4**

**WAFIP  
EXPERTS IN  
RESIDENCE**

### **Expressions of interest open for Stage 2 of the Peel Business Park**

With Stage 1 of the Peel Business Park complete, the Bushfire Centre of Excellence open, the renewable energy microgrid operational and the WA Food Innovation Precinct under construction, DevelopmentWA opened Expressions of Interest for Stage 2.







## Transform Mandurah

Transform Mandurah is a new initiative closely aligned with the Transform Peel Program. Transform Peel is a long-term vision to transform Peel's population-based and service-driven economy, to an export-based and trade-driven economy through a program of integrated and complex, multi-faceted projects.

Transform Mandurah is a comprehensive economic transformation program with the objectives of eliminating

Mandurah's structurally high unemployment, raising labour market participation and improving the livelihoods for Mandurah and Peel residents and businesses.

The Commission is a partner in this initiative with the City of Mandurah to jointly develop a thriving industry base and increase more stable, long-term employment opportunities for a strong and resilient community. The Commission secured State Government funding towards the

first stage of Transform Mandurah, which is the appointment of a suitably qualified and experienced consultancy firm to identify and model a range of diverse prospective opportunities for future growth and development, which could include construction of an estuarine Water Data Array, City Centre redevelopment and prospective Water Science Centre of Excellence. This initial stage has begun with the appointment of Deloitte with completion due by November 2021.

*transforming*

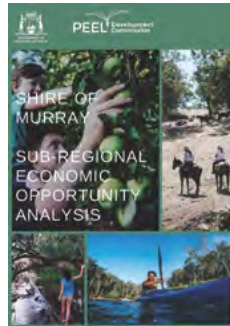
**RAISING LABOUR MARKET  
PARTICIPATION AND  
IMPROVING LIVELIHOODS**





### Sub-regional Economic Opportunity Analysis completion

The Peel Regional Investment Framework sets out the vision, objectives and strategies for the region to 2050. Identified within the Framework is the need for sub-regional economic analysis to aid sub-regions of the Peel to engage in innovation, economic diversification and to continue to meet the needs of a growing population. These reports provide sub-regional data and preliminary economic opportunity analysis for the Shires of Waroona, Boddington, Serpentine Jarrahdale and Murray to aid in identifying specific opportunities for development in this locality and potential related projects across the region.

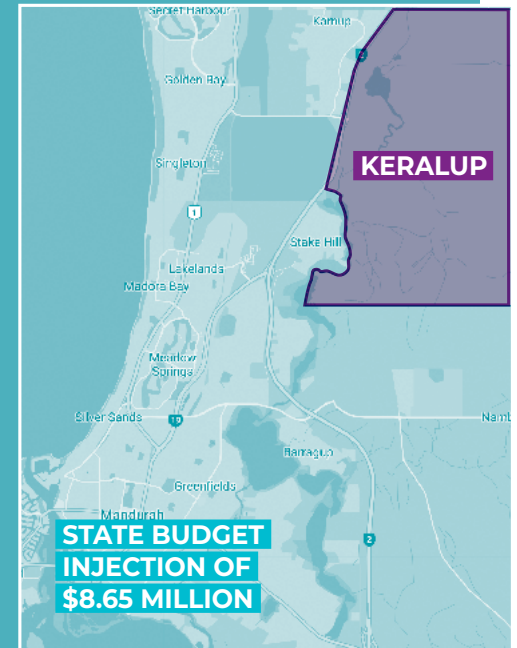


### East Keralup

East Keralup is the single-largest freehold State Government landholding in the Region. The Commission has continued working closely with the Department of Communities, DevelopmentWA and the private sector to activate development of this strategic landholding.

Consistent with the findings of a successful business case, Government's objectives for diversification of the region's economy and new job creation reached a significant milestone in October 2020 with a State Budget injection of \$8.65 million investment in upgraded infrastructure, including roads and drainage.

This has further leveraged the existing \$601,000 investment in the detailed design and approvals phase for the road and associated drainage project. These necessary works were both well advanced in 2020–21, and the Commission facilitated the execution of a construction contract with the Shire of Murray. This contract will maximise local content and procurement outcomes for the project which (pending approvals)



should commence construction in the first half of 2021–22.

Industry attraction activities with several private sector proponents have also made substantial progress with several options to lease being agreed by substantial commercial terms negotiation. These options are anticipated to be executed by the parties in parallel with the construction of the access road into the site in early 2021–22.

## Peel Equine Strategy

Progressing the vision of the *Peel Equine Strategy* for Peel to host an enthusiastic and vibrant equine culture continued this financial year with the Commission's facilitation and advocacy of regional industry progress.

Racing & Wagering WA (RWWA) invested in a Multi-Purpose Racehorse Welfare Facility in North Dandalup, opened on 25 September 2020, which facilitates the retraining of retired racehorses to new equestrian pathways.

RWWA also run the associated Off The Track WA (OTTWA) Retraining Program, which is the first of its kind in Western Australia and it's proving the versatility and value of thoroughbreds and standardbreds as they find new purpose and rewarding lives after racing. Through the program, RWWA takes ownership of retired racehorses and covers all the costs of care and retraining until they are matched to the right new home. Priority is given to horses which may be more challenging to

rehome, such as those in remote areas. The program is proving very successful, with RWWA recently selling their 40th retrained horse. Demand for retrained horses is high and RWWA has about 50 people on their waiting list. The program gives new owners peace of mind that the horses have been vet checked and retrained.

The Shire of Serpentine Jarrahdale was recognised at the 2020 Planning Institute of Australia WA Awards for Planning Excellence for its online Community Equestrian Education Model. Awarded Best Planning Idea — Small Project, the interactive module provides a unique user experience for residents and the broader community to access information on all matters related to equestrian management, and how new ideas and techniques can be adapted.

The Shire of Murray received endorsement of their Southern Palusplain Strategy (Strategy) by the Western Australian Planning Commission WAPC, with the inclusion of an Equine Living Precinct around the Coolup area, which will enable equine



related residential properties to be developed close to the Murray Regional Equestrian Centre (MREC). The Strategy was prepared over a number of years with strong advocacy from the Commission, close consultation with the Department of Planning, Lands and Heritage and extensive public consultation with Coolup community members. The location of equine residential properties close to the MREC will enable further utilisation of the MREC and all the equestrian facilities it offers for the strong equestrian community in Murray and Peel.



**AN ENTHUSIASTIC  
AND VIBRANT  
EQUINE CULTURE**





### **Peel Investment Prospectus**

The Invest Peel website was developed and launched by Regional Development Australia Peel to provide an investment chaperone service for the region. The Peel Development Commission supported the project with content and data and developed an investor support toolkit.

The Invest Peel website is a resource for those considering relocating or establishing a business in Peel making investment as successful as possible by connecting users with the right people for the right support. The chaperone service is free for eligible businesses and is comprised of a specialised team of experts, dedicated to seeing businesses establish, grow and innovate in Peel.

### **CRC TiME**

The Cooperative Research Center — Transformations in Mining Economies (CRC TiME) — a 10-year predominantly Federal Government funded research program is one year into its operation with its Board and staff in place and foundation projects underway. Many Peel resource companies are partners in the CRC such as Alcoa of Australia, South32 Worsely Refinery and Newmont.

Designed to drive transformational change enabling regions and communities to transition to a prosperous and sustainable postmine future, CRC TiME's purpose is to bring together multi-stakeholder partnerships to address challenges that prevent the successful establishment of resilient and sustainable post-mining futures.

The Peel Development Commission facilitated the development and execution of a Supporting Participation Agreement, with the CRC-TiME and all WA Regional Development Commissions (RDCs). All nine



RDCs have committed to support the CRC-TiME with in-kind support, consultation and coordination of regional stakeholders. Stakeholder regional hubs across many parts of WA are under development and the Commission is working with the CRC, South West Development Commission and Peel-Harvey Catchment Council to establish a Peel and South West Regional Hub for all interested parties and community groups to support the research programs and suggest new research ideas over the next nine years of the CRC-TiME's life.



## Peel Business Mastery Event

The Peel Development Commission, in partnership with Business Advisory South West and Peel, developed the Peel Business Mastery Event to support Peel businesses with practical, how-to guidance that's needed to grow sustainable businesses.

Specialist sessions in financial literacy, commercial leasing, effective marketing, cyber security, tender writing and more included expert presentations followed by one to one sessions on the day or a post-event follow-up consult with a Small Business Advisor.

The Peel Business Mastery Event was designed and presented by the Peel Development Commission and Business Advisory South West & Peel with support from AusIndustry, the Small Business Development Corporation and the City of Mandurah and was attended by more than 80 local business representatives.



## Local Content Program

The State Government's Local Content Program aims to maximise the participation of regional industry in regional supply or works contracting opportunities. Recognising that it can be challenging for businesses to access and engage as a supplier, Local Content Advisors were co-located in each Regional Development Commission to take a lead role in promoting supply opportunities and facilitating regional business capability and growth.

The Peel Local Content Advisor facilitates strong collaboration with other regional agencies to ensure that regional business opportunities are maximised.

- The tendering workshops hosted in collaboration with the Western Australian Local Government Association (WALGA) this financial year offered local businesses an opportunity to learn about quoting and tendering for regional government contracts. Held in Murray and Serpentine Jarrahdale, the workshops were well-attended and sought good feedback on the

usefulness and practicality of information provided.

- The WA Industry Link Regional Communications Forum was a chance for regional businesses to learn about policies that support local businesses. It included an update on the Western Australian Industry Participation Strategy (WAIPS), the Buy Local Policy, and available grants such as the Local Capability Fund.

One of the challenges particular to the Peel region is a high number of sole traders and businesses with less than 19 employees, and few of the larger businesses that tend to take on lead contractor roles. If the majority of Peel's businesses are too small to take on head contractor roles, the opportunity is in subcontracting.

Through legislation, head contractors have local content targets that provide for the appointment of local suppliers and subcontractors and includes Aboriginal businesses. Head contractors are obliged to fulfill their local content commitments and report on the associated outcomes.



Some of the key State projects providing contracting opportunities in Peel are:

- **Madora Bay Primary School** — construction estimated to support 252 jobs
- **Pinjarra Senior High School** — construction estimated to support 216 jobs
- **South Metropolitan TAFE Mandurah Campus** — Local Business Engagement Plan is being developed
- **West Byford Primary School** — Local Business Engagement Plan is being developed
- **Lakelands Station** — construction estimated to support 200 jobs
- **Mandurah Station Multi-Storey Carpark** — construction estimated to support 120 jobs





*\$10 million*  
**STATE GOVERNMENT  
COMMITMENT**



### **WAFIP Food Technology Facility**

The Western Australian State Government has made a \$10 million commitment to deliver a Food Technology Facility within the WA Food Innovation Precinct at the Peel Business Park. The commitment will see the fitout and operation of manufacturing space in the precinct, including a range of advanced manufacturing equipment. This infrastructure will improve the WAFIP's capabilities to support primary producers and food and beverage businesses develop, test and produce new and improved products using advanced manufacturing technologies and processes.





# 2.0

## Agriculture and food innovation

### Our goal

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



As world food demand increases along with the growing demand for food provenance, Peel's proximity to existing export infrastructure represents a unique advantage. Our focus on projects and initiatives that enhance Peel's agriculture and food innovation sectors will put the region in a solid position to leverage existing and emerging market opportunities.

### Launch of the WAFIP webinar series

To support and promote the Western Australian Food Innovation Precinct, the Peel Development Commission in collaboration with Chamber of Commerce and Industry WA and the Shire of Murray, launched a series of food-focused webinars.

The first of the series went live on April 20 and focused on how WA food producers can engage with Singapore. The remaining webinars will be rolled out through 2021.



### Peel Food and Beverage Capability Guide

The *Peel Food and Beverage Capability Guide* will bring together the best of the Peel region's local food and beverage producers allowing caterers, restaurants and wholesalers to select quality ingredients at a glance. The Guide will be an essential resource to assist the Peel community in supporting local businesses right through the supply chain, as well as giving locals the chance to enjoy the best of what the region's producers have to offer. With the impact of COVID-19 impacts still lingering, a push for buying local could not come at a better time.

The Guide will be a digital resource that is hosted online and includes links to producer websites and is a collaborative initiative between the Department of Primary Industries and Regional Development (DPIRD), the Peel Development Commission and Mandurah-based marketing agency Ready Aim Fire.

### Serpentine Jarrahdale Food & Farm Fest

Serpentine Jarrahdale Food and Farm Alliance Inc. is a not-for-profit organisation whose mission is "To champion educational and promotional activities that support peri-urban agriculture and influence broader issues such as food security, increasing local economies and community health and nutrition."

Due to COVID restrictions, the Annual Food and Farm Fest 2021 was rescheduled to November.



*focussing on...*

**NEW FOOD  
TECHNOLOGIES,  
RETAIL AND TRADE,  
CONSCIOUS CONSUMERS  
AND THE LATEST  
RESEARCH IN FOOD  
FOR HEALTH**



### Future of Food Conference

The Southern Dirt Peel Growers Hub was established in 2019 to connect regional agriculture and food producers with leading research and innovations and create a wider network of producers across Western Australia. The Peel Development Commission continues its ongoing commitment to the Peel Growers Hub and the agri-food industry through sponsorship support of the Future of Food Conference. The conference aims to bring future-focused individuals and organisations together to explore where the food industry is heading, with a focus on new food technologies, retail and trade, conscious consumers and the latest research in food for health.







# 3.0

## Tourism excellence

### **Our goal**

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

Our objectives in achieving this goal are to attract infrastructure investment and support the creation of a diverse range of experiences that attract visitors and extend their stay. That's about capitalising on our unique landscapes through nature based tourism offerings, establishing a tightly integrated network of regional towns and communities and highlighting the region's biodiversity through events, projects and initiatives. The Commission provided support for key projects and initiatives with a focus on facilitating tourism infrastructure investment to ensure the region's success in attracting more visitors to stay longer. The Commission's role of advocating for project funding from State and/or Federal Government for tourism infrastructure, associated amenities and events attraction, and assisting our local governments and stakeholders with feasibility and business case support funding, as well as grant applications advice, enabled the following projects to come to fruition over the last year.

### Hotham Park officially opened

Hotham Park fits the Peel tourism vision perfectly. This state-of-the-art park on the banks of the Hotham River features an adventure playground with a flying fox, skate bowl, pump track, outdoor fitness equipment, half-court, kayak launching ramp and barbecue facilities. It leverages the natural beauty and amenity of the Hotham River foreshore, creating economic benefit in attracting visitors to Boddington, and provides a new attraction for Peel tourism.



### Dwellingup National Trails Visitor Centre complete

Western Australia's first purpose-built trails centre officially opened on 10 September 2020 and welcomed a keen influx of trails and adventure enthusiasts. The Dwellingup Trails and Visitor Centre is the place to go before and after hitting the adventure town's mountain bike, walk, paddle, railway, four-wheel drive and horse trails. The Centre is equipped with bike wash area, hot showers and toilets, with a café, laundromat, trails retail and equipment hire. A shuttle service will commence operation in the next few months following a recent expression of interest process.

Despite COVID restrictions, the centre recorded the highest visitor numbers on record — an increase of more than 170% on pre-upgrade numbers. This strong and consistent increase in visitation has provided employment opportunities, new business investment and increased activation of the surrounding trails precinct. Dwellingup continues to go from strength to strength with recognition as the State's Top Small Tourism Town in the GWN7 Top Tourism Town Awards for 2021. Great for Dwellingup, great for the Peel region.



## Murray Valley Trails completed

The Department of Biodiversity, Conservation and Attractions, with the Shire of Murray completed and launched the Murray Valley Mountain Bike Trails at Lane Poole Reserve in October 2020. The trails cater for beginner, intermediate and advanced riders showcasing the Murray Valley's stunning scenery and are a drawcard feature of Dwellingup as the trails capital of Western Australia. Dwellingup Adventures were also announced as the proponent for the pop-up trail centre in Lane Poole Reserve, including a kiosk, bike and kayak hire, that will open in 2022 to align with completion of the Suspension Bridge currently under development, which will cross the Murray River linking Baden Powell with Murray Valley mountain bike circuit.



## Shire of SJ developing a business case for Jarrahdale Trail Hub

The Shire of Serpentine Jarrahdale has an aspiration to support the development of Jarrahdale to become an accredited Trail Town. This aspiration builds on the strengths of current trails offerings, community led developments, maintenance of trails and a unique positioning that offers a trails destination less than one hour's drive from central Perth. Jarrahdale Trail Town offers visitors and residents the opportunity to access equine, walking, mountain biking, running

and heritage trails offerings, supported by complementary services and infrastructure.

The *Peel Regional Trails Strategy 2019* recognises Jarrahdale as a future Trail Town and a key trail location for bushwalking and trail running, mountain biking, cycling, and as a place with the potential to be a nationally significant location for equestrian trails. The Shire sought public feedback on the Draft Business Case in June 2021.

## Regional filming — Outback Car Hunters filmed in Oakford in the Shire of Serpentine Jarrahdale

Featuring abandoned classic cars from all over the world, *Outback Car Hunters* is a tv series that follows the hunt for the cars scattered across Australia that may or may not be worth a fortune to those lucky enough to find them. Filmed in the Peel region in Serpentine Jarrahdale and Boddington, film opportunities like this support and grow a more sustainable film industry in Western Australia and provide economic and social benefits to local communities.







### Hotham Valley Railway

The Commission has partnered with the Shire of Murray to commence a feasibility study of the Hotham Valley Tourist Railway (HVTR) to potentially develop an independent rail network from Pinjarra to the Alumina Junction separate to the existing commercial network. This new rail network would then link to the existing HVTR network further east and provide an independent rail network for tourist operations between Pinjarra and Dwellingup.

The reconnection of the Pinjarra to Dwellingup link will service the growth of the rail tourism in

Pinjarra and Dwellingup attracting significant visitors and enhancing unique tourism experiences within the region. The project is to explore the physical and cost viability of the project, plus ensure the existing and longer-term infrastructure and service planning for the area aligns to the project outcomes. The Shire of Murray are currently conducting stakeholder consultations with current rail users, Main Roads WA, Public Transport Authority and ARC Infrastructure. Possible options will be investigated later in 2021.

### Regional visitation numbers down due to COVID restrictions

COVID-19 had a huge impact on the tourism industry worldwide, and Peel was no exception. The Peel region exceeded its goal of attracting 3 million day trips in 2019 with 3.1 million day trippers for that year. However, due to the effects of lockdowns and restrictions, regional visitation numbers and spend figures have declined through 2020 and 2021.

While some of Peel's businesses have benefited from easing of initial restrictions and

increased in-state tourism, this is generally confined to weekend accommodation and hospitality and doesn't extend to experience-based tourism products. This means increased weekend trade for many of our cafés, bars and accommodation venues support the business through the quiet weekdays, but our experience-based providers, cruises, adventure recreation and tours, are struggling. Despite the challenges, Peel's tourism industry continues to cultivate resilience.







# 4.0

## Capable people

### Our goal

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



Access to world-class education, training and higher education systems is central to Peel's future economic growth, employment and workforce prospects. These systems, coupled with the community's knowledge, skills, and capability, will assist in attracting businesses and people into the region and ensure existing businesses and people remain in the community.

To support the needs of the Peel's rapidly growing population and the attraction of new businesses and industries, the Commission supports key initiatives to improve education outcomes, develop a future ready workforce, and contribute to a brighter future in regional Western Australia.



### Sponsorships

One of the ways the Commission meets its objective of enabling Peel people of all working ages, backgrounds and abilities to be highly skilled and experienced to be competitive in the labour market is through the sponsorship of organisations and events that support this outcome. Peel Bright Minds, inspiring a curious community through science and creative thinking, TedX Mandurah, in March 2021 explored the art and science of change, and the Peel Chamber of Commerce and Industry's Business Excellence Awards are sponsored by the Commission.

### Learning Hub Concept

Skills, education and knowledge are central ingredients of competitive cities and regions. To normalise living standards and advance Peel's economic development objectives, the need to improve the human capital of our region's population is imperative. Developing, supporting, and retaining the region's talent is an important component of securing a pipeline of highly skilled individuals available to service existing and emerging industries.

The Learning Hub concept responds to the desire to provide a physical space for university students living in the Peel Region to connect and gain direct access to support from education providers, peers and industry. The Commission continues to work with the Tertiary Education Sector to consider opportunities to progress this concept and other associated ideas within the Peel region to better support its current and future tertiary students.



## Perth & Peel Technology Hydrogen Cluster

The development of the renewable hydrogen industry represents opportunities to diversify our local economy and create jobs. The Perth and Peel Technology Cluster, part of the National Energy Resources Australia's (NERA) Regional Hydrogen Technology Clusters Program,

will explore hydrogen technology opportunities and could have significant impacts on jobs for the region and the safeguarding of our natural environment. The cluster is a collaboration between the City of Mandurah and Murdoch University, and is supported by the Peel Development Commission.

*opportunities to...*

**DIVERSIFY OUR  
LOCAL ECONOMY AND  
CREATE JOBS**



## PHCC:

**CREATING TRAINING AND  
EMPLOYMENT  
OPPORTUNITIES WHILE  
PROTECTING AND  
MANAGING THE NATURAL  
ENVIRONMENT**



## Peel-Harvey Catchment Council working together

Peel-Harvey Catchment Council (PHCC) is a not-for-profit, community-based Natural Resource Management organisation that promotes an integrated approach to catchment management and the way we protect and restore the environment within the Peel-Harvey catchment. PHCC's work is strongly aligned to the Commission's vision for the Peel region and is exemplified through projects such as the Green Jobs Plan and the Aboriginal Ranger Program. These programs create training and employment opportunities while furthering the work of protecting and managing the natural environment of the Peel (Bindjareb Boodja) region.





# 5.0

## Strong and resilient communities

### Our goal

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



PROGRESSIVE | PROSPEROUS | DYNAMIC



**The Peel Development Commission recognises the importance of addressing the needs of a growing population in terms of social infrastructure that support health and education, sport and recreation, and arts, entertainment and culture.**

**Facilitating relationships with State Government to enable the co-creation of best practice social services decision making and working with stakeholders to develop a long-term integrated plans are our key objectives. To achieve these objectives, we actively support a range of initiatives that contribute to creating strong communities that attract and engage people and promote a sense of place.**

### **Peel Health & Wellbeing Taskforce**

As part of the State Public Health Plan Peel, local governments have developed their local Public Health Plans. In response, the Commission took up the initiative to undertake a comparative review of the plans. After comparing the plans, we saw the value in convening a workshop under the Taskforce banner with the key staff from local governments and health services to discuss common issues and strategies, and potential synergies across the region.

The workshop was held in January 2021 and was an excellent opportunity to come together and connect with multiple organisations and see the potential support networks the local governments have available to implement actions from their Public Health Plans.

Moving forward, the Commission intends to convene further meetings with local governments and their respective health services and, as required, facilitate guest speakers.



**CONNECTING AND  
WORKING  
WITH MULTIPLE  
ORGANISATIONS**

### **Social housing and homelessness**

Homelessness has been a continuing concern for the Peel region, particularly Mandurah, from a community welfare perspective and its effect on central Mandurah tourism, hospitality, and retail businesses. The Commission has been working with key stakeholders over several years to improve service coordination and housing options.

Our representation on the Zero Project Improvement Team aims to use the Commission's established connections to community stakeholders, local businesses and other government agencies alongside our strategic knowledge of the regional economy to determine a by-name list of people sleeping rough in Mandurah. The Commission is also part of the Peel Homelessness and Street Present Network.



## WA Multicultural Policy Framework

The Department of Primary Industries and Regional Development *Multicultural Plan 2021–26* sets out the tangible ways the Department and Regional Development Commissions will work to achieve the policy priorities, outcomes, and strategies of the Culturally Linguistically Diverse (CaLD) community of Western Australia.

The plan was submitted to the Minister of Citizenship and Multicultural Interests, Minister Hon Paul Papalia, in January 2021. Formal acknowledgement was received from Hon Toni Buti, the new Minister of Citizenship and Multicultural Interests, in June 2021, enabling the plan's implementation phase.



### Dwellingup Futures

Dwellingup Futures is a multi-stakeholder collaborative process supporting the community in establishing a sustainable future for Dwellingup. This is achieved through the successful coexistence of the many competing elements of its economic, social, cultural and environmental make-up including mining, construction, agriculture, forestry, recreation and tourism, many of which operate in the State forest environment.

The Shire of Murray delivered this project in partnership with the Commission, to proactively manage the strategic intent for the future of Dwellingup given the period of change and growth that Dwellingup is experiencing. Following considerable community

and key stakeholder consultation throughout the last year, a draft Roadmap to plan for and manage this growth for a sustainable future has been produced and will go out for public consultation in August 2021, before finalisation.



A woman with long dark hair, wearing a brown jacket, is looking up and to the right in a brightly lit store. She is standing next to a large potted plant with green leaves and small white flowers. In the background, there are shelves with various items, including a large orange and a sign that says "MAGNETS". The store has a modern, clean aesthetic with white walls and a polished floor.

# 6.0

## Organisational excellence

### Our goal

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



**The Peel Development Commission is committed to setting high standards in pursuit of organisational excellence. This includes building and retaining a capable, determined and healthy workforce, delivering high quality services, embedding appropriate governance practices and delivering regional intelligence.**

### Election commitments

A number of election commitments have been allocated to the Peel region for which the Peel Development Commission has been nominated to oversee project management and governance. While the Commission is not responsible for delivering the projects, our administration of the projects provides governance oversight, stakeholder management and fosters strategic relationships. Peel's 2021 election commitments include 5 major projects and 89 small commitments.



### Client survey

A client survey was undertaken in May 2021 to find out how the Commission's stakeholders rate our performance against our key outcome of developing and promoting the Peel region. An independent market research consultant conducted the Peel Development Commission Client Survey for the seventeenth time, building on a revised survey methodology implemented in 2003-04. A total of 170 completed surveys were obtained.

An agreement score was calculated for the overall functions of the Commission, which was well above the mid-range of scores reflecting positively on the performance of the Commission. The agreement score is based on the percentage of respondents who indicated that they either agree or strongly agree with the statement that the Peel Development Commission makes a positive contribution to the Peel's economic base.

This year, the score for agreement with the Commission's contribution to the economic base (87.6%) has



**2018** 82.1% **2019** 84.9% **2021** 87.6%

Contribution to the economic base (N = 170)

increased compared to the score achieved in 2019 (84.9%)<sup>1</sup>.

### Noted areas for improvement

Feedback from 170 respondents indicated a number of focus areas the Commission may seek to improve in, namely;

- Greater business/community consultation
- Greater support, funding and resources to be made available in the region
- Greater local investment
- Assisting services/infrastructure development

<sup>1</sup> The 2020 client survey was not conducted due to COVID-19



### W.S. Lonnie Award

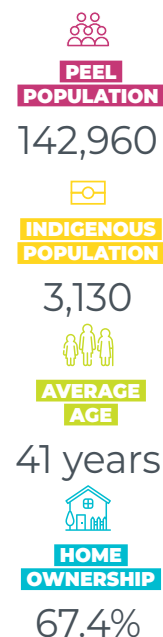
The Peel Development Commission was recognised for excellence in public sector annual reporting at the 36th Annual Lonnie Awards winning a Bronze Award in the category of Agencies with less than 100 FTEs for their 2019–20 annual report. This award reflects the Commission's commitment to organisational excellence through outstanding publications that engage and inform their stakeholders.

### Peel Regional Snapshots

The Peel regional snapshots is a suite of industry-specific regional data. The suite includes construction and housing, economic, land development and health. Regional data gives us a better understanding and awareness of the nature of our community, both economically and socially, and assists government and business decision-making for support programs for the region. Cohesive, accessible and summarised data is used by the Commission to support regional position statements and garner government interest in service delivery improvements, financial contribution and funding outcomes. The snapshots also provide a way of comparing differences and similarities between regions and highlight Peel's unique peri-urban challenges.



### COMMUNITY PROFILE



### Peel Regional Investment Scorecards

In partnership with its stakeholders, the Peel Development Commission facilitates an annual *Regional Investment Framework* assessment that incorporates analysis of data against agreed measures. The Framework assessment is published each year on the Commission's website as a Framework Scorecard that identifies areas of achievement, gaps in achievement, and areas where further support is needed.

The July 2020 scorecard update provides an overview of achievements and short term plans of regional stakeholders. Most of the scorecard achievements have been included in this annual report and hinge on the collaborative approach of our regional leaders and stakeholders in their commitment toward working together to achieve positive outcomes for the Peel region.





# FINANCIALS

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# Financial targets

## Actual results against budget targets

### Governance Performance Framework

Each year, we are required to meet a number of targets set by the State Government. These targets relate to Government-Desired outcomes, services to be delivered and performance targets to be achieved. The agreement is a way for the State Government to monitor the operational performance of the Commission.

Financial targets	2021 Target <sup>1</sup> (\$000)	2021 Actual (\$000)	Variation <sup>2</sup> (\$000)	Explanation of variation
Total cost of services (expense limit) (sourced from Statement of Comprehensive Income)	2303	2193	-110	Total cost of services is lower than budget estimates by \$110k mainly due to lower employee benefits and professional services expenditure.
Net cost of services (sourced from Statement of Comprehensive Income)	2303	2171	-132	Net cost of service is lower than the budget estimate by \$132k mainly due to lower employee benefits and professional services expenditure delayed by COVID-19 restrictions, offset by other revenue received (\$22k) that was not forecast when setting the 2020–21 budget.
Total equity (sourced from Statement of Financial Position)	1014	1071	57	The variance in equity is due to the actual surplus for the year being higher than budget.
Net increase / (decrease) in cash held (sourced from Statement of Cash Flows)	-40	66	106	The increase in cash in the period is due to lower than anticipated payments of \$127k mainly for employee benefits and supplies and service. In addition GST receipts was higher than anticipated by \$9k.
Approved salary expense level	203	231	28	Variance in approved salary expense level arises from the leave provision accrual to recognise the unused annual leave entitlement.
Agreed borrowing limit (where applicable)			-	

<sup>1</sup> As specified in the Minister approved Section 40 budget estimates.

<sup>2</sup> The variation is the difference between the Target and Actual for each line item.



Working cash targets	2021 Agreed limit (\$000)	2021 Target <sup>1</sup> /Actual <sup>2</sup> (\$000)	Variation (\$000)	Explanation of variation
Agreed working cash limit (at Budget)	37	37	N/A	N/A
Agreed working cash limit (at Actuals)	30	989	959	Due to brought forward cash balances which is planned to be spent in 2021–22 financial year.

<sup>1</sup> Target to reflect the Commission's anticipated working cash for the 2020–21 financial year.

<sup>2</sup> Actual is the actual working cash held at the close of the financial year.

## Cash flows

Overall, there has been a increase in cash of \$66k with cash at bank being \$989k at the end of 30 June 2021.

This increase due to lower than anticipated operational payments and a slightly higher than anticipated GST receipts.

## Financial targets (continued)

### Grants — financial support

The following projects have been supported by the Regional Economic Development Grants program.

#### Amount

Company	Project	Amount (\$)
Jarrahfal Bush Camp	Creating local job opportunities and increasing visitor capacity by upgrading the Jarrahfal Bushcamp accommodation, dining and activity centre	170,000
Prime Meat Co.	Creating local job opportunities by upgrading facilities at the Waroona Abattoir to assist with re-commissioning	120,000
Community Recycling WA	Establishing the Peel mobile recycling container deposit scheme service for Peel region, creating new jobs and returning profits to the region	117,112
Kanyana Engineering	Purchasing new high tech fabrication machinery to increase supply and production capability, enabling competitiveness in mining and rail supply and creating local jobs	100,000
Miami Bakehouse	Expanding the capacity of Miami Bakehouse, including a new mobile bakery facility, to improve job opportunities and business capability	90,000
Little Stiller	Providing local job opportunities and product diversification by developing a boutique distillery within Mandurah	80,000
Jarrahdale Equestrian	Upgrading the Jarrahdale equestrian arena to enable the arena to be used in all weather conditions and at night	80,000
Mandurah Cruises	Investing in waterborne recreational opportunities in Mandjar Bay and providing new tourism products in Mandurah	60,000
Groundswell Drive Thru	Establishing a bean-to-bar chocolate industry in Mandurah including product development opportunities	33,000
Serpentine Jarrahdale Food and Farm Alliance Inc.	Supporting the establishment of the Serpentine Jarrahdale Food & Farm Alliance Market to increase visitation to the area and provide an outlet for local farmers and food producers	30,000



# Auditor General Report



## Auditor General

### INDEPENDENT AUDITOR'S OPINION

2021

Peel Development Commission

To the Parliament of Western Australia

## Report on the audit of the financial statements

### Opinion

I have audited the financial statements of the Peel Development Commission (Commission) which comprise:

- the Statement of Financial Position at 30 June 2021, and the Statement of Comprehensive Income, Statement of Changes in Equity and Statement of Cash Flows for the year then ended
- Notes comprising a summary of significant accounting policies and other explanatory information, including administered transactions and balances.

In my opinion, the financial statements are:

- based on proper accounts and present fairly, in all material respects, the operating results and cash flows of the Peel Development Commission for the year ended 30 June 2021 and the financial position at the end of that period
- in accordance with Australian Accounting Standards, the *Financial Management Act 2006* and the Treasurer's Instructions.

### Basis for opinion

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

I am independent of the Commission in accordance with the *Auditor General Act 2006* and the relevant ethical requirements of the Accounting Professional & Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to my audit of the financial statements. I have also fulfilled my other ethical responsibilities in accordance with the Code.

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

### Responsibilities of the Board for the financial statements

The Board is responsible for:

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

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

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

### Auditor's responsibilities for the audit of the financial statements

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

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

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

## Report on the audit of controls

### Opinion

I have undertaken a reasonable assurance engagement on the design and implementation of controls exercised by the Peel Development Commission. The controls exercised by the Commission are those policies and procedures established by the Board 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 (the overall control objectives).

My opinion has been formed on the basis of the matters outlined in this report.

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 2021.

### The Board's responsibilities

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

### Auditor General's responsibilities

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

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

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

### Limitations of controls

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

## Report on the audit of the key performance indicators

### Opinion

I have undertaken a reasonable assurance engagement on the key performance indicators of the Peel Development Commission for the year ended 30 June 2021. The key performance indicators are the Under Treasurer-approved key effectiveness indicators and key efficiency indicators that provide performance information about achieving outcomes and delivering services.

In my opinion, in all material respects, the key performance indicators 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 2021.

### The Board's responsibilities for the key performance indicators

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

In preparing the key performance indicators, the Board is responsible for identifying key performance indicators that are relevant and appropriate, having regard to their purpose in accordance with Treasurer's Instruction 904 *Key Performance Indicators*.



### Auditor General's responsibilities

As required by the *Auditor General Act 2006*, my responsibility as an assurance practitioner is to express an opinion on the key performance indicators. The objectives of my engagement are to obtain reasonable assurance about whether the key performance indicators are relevant and appropriate to assist users to assess the entity's performance and whether the key performance indicators are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. I conducted my engagement in accordance with Standard on Assurance Engagements ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information* issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements relating to assurance engagements.

An assurance engagement involves performing procedures to obtain evidence about the amounts and disclosures in the key performance indicators. It also involves evaluating the relevance and appropriateness of the key performance indicators against the criteria and guidance in Treasurer's Instruction 904 for measuring the extent of outcome achievement and the efficiency of service delivery. The procedures selected depend on my judgement, including the assessment of the risks of material misstatement of the key performance indicators. In making these risk assessments I obtain an understanding of internal control relevant to the engagement in order to design procedures that are appropriate in the circumstances.

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

### My independence and quality control relating to the reports on controls and key performance indicators

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

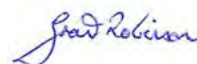
### Other information

The Board is responsible for the other information. The other information is the information in the entity's annual report for the year ended 30 June 2021, but not the financial statements, key performance indicators and my auditor's report.

My opinions do not cover the other information and, accordingly, I do not express any form of assurance conclusion thereon.

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

This auditor's report relates to the financial statements, controls and key performance indicators of the Peel Development Commission for the year ended 30 June 2021 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, controls 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, controls or key performance indicators. If users of the financial statements, controls and key performance indicators are concerned with the inherent risks arising from publication on a website, they are advised to contact the entity to confirm the information contained in the website version of the financial statements, controls and key performance indicators.



Grant Robinson  
Assistant Auditor General Financial Audit  
Delegate of the Auditor General for Western Australia  
Perth, Western Australia  
6 September 2021

# Certification of Financial Statements

*For the year ended 30 June 2021*

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 reporting period ended 30 June 2021 and the financial position as at 30 June 2021.

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.



Siska Mansfield  
Chief Finance Officer  
1 September 2021



Andrew Ward  
Chief Executive Officer  
1 September 2021



David Doepel  
Chairman of the Board  
1 September 2021



# Financial Statements

## Statement of Comprehensive Income

For the year ended 30 June 2021

	Notes	2021 \$'000	2020 \$'000
<b>COST OF SERVICES</b>			
<b>Expenses</b>			
Employee benefits expense	2.1(a)	266	260
Supplies and services	2.3	1,921	1,575
Depreciation and amortisation expense	4.1, 4.2	1	27
Grants and subsidies	2.2	-	74
Other expenses	2.3	5	5
<b>Total cost of services</b>		<b>2,193</b>	<b>1,941</b>
 Income			
Other income	3.2	22	76
<b>Total income</b>		<b>22</b>	<b>76</b>
 <b>NET COST OF SERVICES</b>		<b>2,171</b>	<b>1,865</b>
 <b>Income from State Government</b>			
Income from other public sector entities	3.1	583	352
Resources received	3.1	1,615	1,438
<b>Total income from State Government</b>		<b>2,198</b>	<b>1,790</b>
<b>SURPLUS/(DEFICIT) FOR THE PERIOD</b>		<b>27</b>	<b>(75)</b>
 <b>TOTAL COMPREHENSIVE INCOME/(LOSS) FOR THE PERIOD</b>		<b>27</b>	<b>(75)</b>

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

## Statement of Financial Position

For the year ended 30 June 2021

	Notes	2021 \$'000	2020 \$'000
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and cash equivalents	6.1	989	880
Restricted cash and cash equivalents	6.1	-	43
Receivables	5.1	21	91
<b>Total Current Assets</b>		<b>1,010</b>	<b>1,014</b>
<b>Non-Current Assets</b>			
Amounts receivable for services	5.2	134	134
Property, plant and equipment	4.1	1	2
<b>Total Non-Current Assets</b>		<b>135</b>	<b>136</b>
<b>TOTAL ASSETS</b>		<b>1,145</b>	<b>1,150</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Payables	5.3	5	49
Employee related provisions	2.1(b)	35	29
<b>Total Current Liabilities</b>		<b>40</b>	<b>78</b>
<b>Non-Current Liabilities</b>			
Employee related provisions	2.1(b)	34	28
<b>Total Non-Current Liabilities</b>		<b>34</b>	<b>28</b>
<b>TOTAL LIABILITIES</b>		<b>74</b>	<b>106</b>
<b>NET ASSETS</b>		<b>1,071</b>	<b>1,044</b>
<b>EQUITY</b>			
Contributed equity	8.9	138	138
Accumulated surplus/(deficit)		933	906
<b>TOTAL EQUITY</b>		<b>1,071</b>	<b>1,044</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 2021

	Notes	Contributed equity \$'000	Accumulated surplus \$'000	Total equity \$'000
<b>Balance at 1 July 2019</b>		138	981	1,119
Deficit		-	(75)	(75)
Total comprehensive income for the period		-	(75)	(75)
<b>Balance at 30 June 2020</b>	<b>8.9</b>	<b>138</b>	<b>906</b>	<b>1,044</b>
<b>Balance at 1 July 2020</b>		<b>138</b>	<b>906</b>	<b>1,044</b>
Surplus		-	27	27
Total comprehensive income for the period		-	27	27
<b>Balance at 30 June 2021</b>	<b>8.9</b>	<b>138</b>	<b>933</b>	<b>1,071</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 2021

	Notes	2021 \$'000	2020 \$'000
<b>CASH FLOWS FROM STATE GOVERNMENT</b>			
Funds from other public sector entities		583	352
<b>Net cash provided by State Government</b>		<u>583</u>	<u>352</u>
<i>Utilised as follows:</i>			
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Payments</b>			
Employee benefits		(251)	(250)
Supplies and services		(352)	(103)
Grants and subsidies		-	(74)
GST payments on purchases		(25)	(16)
Other payments		(5)	(0)
<b>Receipts</b>			
GST receipts on sales		2	-
GST receipts from taxation authority		14	13
Other receipts		100	6
<b>Net cash used in operating activities</b>		<u>(517)</u>	<u>(423)</u>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<b>Payments</b>			
Principal elements of lease payments		-	(5)
<b>Net cash used in financing activities</b>		<u>-</u>	<u>(5)</u>
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>66</b>	<b>(76)</b>
<b>Cash and cash equivalents at the beginning of the period</b>		<b>923</b>	<b>998</b>
<b>CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD</b>	6.1	<u><b>989</b></u>	<u><b>923</b></u>

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 2021

### 1. Basis of Preparation

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

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

These annual financial statements were authorised for issue by the Accountable Authority of the Commission on 1 September 2021.

### Statement of compliance

These general purpose financial statements have been prepared in accordance with:

- 1 The *Financial Management Act 2006* (FMA)
- 2 The Treasurer's Instructions (TIs)
- 3 Australian Accounting Standards (AASs) - Reduced Disclosure Requirements
- 4 Where appropriate, those **AAS** paragraphs applicable for not-for-profit entities have been applied.

The FMA and the TIs take precedence over AASs. Several AAS are modified by the Instructions to vary application, disclosure format and wording. 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.

### Basis of preparation

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

### Judgements and estimates

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

### Comparative figures

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

## Notes to the Financial Statements (continued)

### 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 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.

## 2. Use of Our Funding

### Expenses incurred in the delivery of services

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

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

### 2.1. (a) Employee benefits expenses

	2021 \$'000	2020 \$'000
Employee benefits	238	233
Superannuation - defined contribution plans	28	27
<b>Total employee benefits expenses</b>	<b>266</b>	<b>260</b>
Add: AASB 16 Non-monetary benefits	-	15
<b>Net employee benefits</b>	<b>266</b>	<b>275</b>

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

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

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



## 2.1. (b) Employee related provisions

	2021 \$'000	2020 \$'000
<b>Current</b>		
<u>Employee benefits provisions</u>		
Annual leave	35	29
	<u>35</u>	<u>29</u>
<b>Total current employee related provisions</b>	<u>35</u>	<u>29</u>
<b>Non-Current</b>		
<u>Employee benefits provisions</u>		
Long service leave	34	28
	<u>34</u>	<u>28</u>
<b>Total non-current employee related provisions</b>	<u>34</u>	<u>28</u>
<b>Total employee related provisions</b>	<u>69</u>	<u>57</u>

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

**Annual leave liabilities:** Classified as current as there is no unconditional right to defer settlement for at least 12 months after the end of the reporting period.

The provision for annual leave is calculated at the present value of expected payments to be made in relation to services provided by employees up to the reporting date.

**Long service leave liabilities:** Unconditional long service leave provisions are classified as current liabilities as the Commission does not have 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.

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

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

Employment on-costs, including workers' compensation insurance, are not employee benefits and are recognised separately as liabilities and expenses when the employment to which they relate has occurred.

## Notes to the Financial Statements (continued)

Employment on-costs are included as part of 'other expenses, Note 2.3 (apart from the unwinding of the discount (finance cost))' and are not included as part of the Commission's 'employee benefits expense'. The related liability is included in 'Employment on-costs provision'.

	2021	2020
	\$'000	\$'000
<b>Employment on cost provision</b>		
Carrying amount at start and end of period	<u>1</u>	<u>1</u>

### Key sources of estimation uncertainty- long service leave

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

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

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

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

## 2.2. Grants and Subsidies

	2021	2020
	\$'000	\$'000
Local Government agencies	<u>-</u>	<u>74</u>

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

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

Grants and other transfers to third parties (other than contribution to owners) are recognised as an expense in the reporting period in which they are paid or payable. They include transactions such as: grants, subsidies, personal benefit payments made in cash to individuals, other transfer payments made to public sector agencies, local government, non-government schools, and community groups.



## 2.3. Other expenditure

	2021	2020
	\$'000	\$'000
<b>Supplies and services</b>		
Board fees	70	67
Consultants and contractors	229	59
Consumables	4	7
Travel	2	2
Other	1	2
Resources provided free of charge by DPIRD <sup>(a)</sup>	1,615	1,438
<b>Total supplies and services expense</b>	<b>1,921</b>	<b>1,575</b>
<b>Other expenses</b>		
Internal audit fees	3	-
Other expenses	2	5
<b>Total other expenses</b>	<b>5</b>	<b>5</b>
<b>Total other expenditure</b>	<b>1,926</b>	<b>1,580</b>

(a) Support Services provided by Department of Primary Industries and Regional Development to support the Commission in the fulfilment of its statutory functions and obligations under the Peel Development Commission Act 1993. See note 3.1 Income from State Government.

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

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

## 3. Our Funding Sources

### How we obtain our funding

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

	Notes
Income from State Government	3.1
Other income	3.2

## Notes to the Financial Statements (continued)

### 3.1. Income from State Government

	2021 \$'000	2020 \$'000
Income received from other public sector entities during the period:		
- Department of Primary Industries and Regional Development - operational funding	583	352
<b>Total grants and subsidies</b>	<b>583</b>	<b>352</b>
Resources received from other public sector entities during the period:		
- Services received free of charge <sup>(a)</sup>	1,615	1,438
<b>Total resources received</b>	<b>1,615</b>	<b>1,438</b>
<b>Total income from State Government</b>	<b>2,198</b>	<b>1,790</b>

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

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

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

### 3.2. Other income

	2021 \$'000	2020 \$'000
Other sundry income	22	76

## 4. Key Assets

### Assets the Commission utilises for economic benefit or service potential

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

	Notes
Property, plant and equipment	4.1
Intangibles	4.2



#### 4.1. Property, plant and equipment

##### Year ended 30 June 2021

##### 1 July 2020

	Office equipment \$'000	Total \$'000
Gross carrying amount	76	76
Accumulated depreciation	(74)	(74)
Carrying amount at start of period	2	2

Depreciation	(1)	(1)
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##### Carrying amount at 30 June 2021

Gross carrying amount	42	42
Accumulated depreciation	(41)	(41)

#### Initial recognition

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

#### Subsequent measurement

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

##### 4.1.1 Depreciation and impairment

	2021 \$'000	2020 \$'000
Office equipment	1	7
<b>Total depreciation for the period</b>	<b>1</b>	<b>7</b>

As at 30 June 2021, there were no indications of impairment to property, plant and equipment. All surplus assets at 30 June 2021 have either been classified as assets held for sale or have been written-off.

#### Finite useful lives

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

## Notes to the Financial Statements (continued)

Depreciation is generally calculated on a straight line basis, at rates that allocate the asset's value, less any estimated residual value, over its estimated useful life. Typical estimated useful lives for office equipment for current and prior years is 5 years.

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

### Impairment

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

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

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

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

### 4.2. Intangible assets

<b>Year ended 30 June 2021</b>	<b>Computer software \$'000</b>	<b>Total \$'000</b>
<b>1 July 2020</b>		
Gross carrying amount	45	45
Accumulated amortisation	(45)	(45)
<b>Carrying amount at 30 June 2021</b>	<b>-</b>	<b>-</b>

### Initial recognition

Intangible assets are initially recognised at cost. For assets acquired at significantly less than fair value, the cost is their fair value at the date of acquisition.

Acquisitions of intangible assets costing \$5,000 or more and internally generated intangible assets at a minimum of \$5,000 that comply with the recognition criteria as per AASB 138.57 (as noted above) are capitalised.

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

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

#### Subsequent measurement

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

#### 4.2.1 Amortisation and impairment

	2021 \$'000	2020 \$'000
Computer software	-	15
<b>Total amortisation for the period</b>	<b>-</b>	<b>15</b>

As at 30 June 2021 there were no Indications of impairment to intangible assets.

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.

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

The estimated useful lives for software that is not integral to the operation of related hardware each class of intangible asset is 3 to 5 years.

#### Impairment of intangible assets

Intangible assets with finite useful lives are tested for Impairment annually or when an Indication of impairment is identified. The policy in connection with testing for impairment is outlined in note 4.1.1.

### 5. Other Assets and Liabilities

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

	Note
Receivables	5.1
Amounts receivable for services	5.2
Payables	5.3



## Notes to the Financial Statements (continued)

### 5.1. Receivables

	2021 \$'000	2020 \$'000
Trade receivables	-	78
GST receivable	21	13
<b>Total current receivables</b>	<b>21</b>	<b>91</b>

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

### 5.2. Amounts receivable for services (Holding Account)

	2021 \$'000	2020 \$'000
<b>Non-current balance at end of period</b>	<b>134</b>	<b>134</b>

**Amounts receivable for services** represent the non-cash component of service appropriations. It is restricted in that it can only be used for asset replacement or payment of leave liability.

Amounts receivable for services are considered not impaired (i.e. there is no expected credit loss of the Holding Account).

### 5.3. Payables

	2021 \$'000	2020 \$'000
Trade payables	2	44
Other payables	-	3
Accrued expenses	-	2
Accrued salaries	3	-
<b>Total current payables</b>	<b>5</b>	<b>49</b>

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

## 6. Financing

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

	Note
Cash and cash equivalents	6.1
Capital commitments	6.2

## 6.1. Cash and Cash Equivalents

	2021 \$'000	2020 \$'000
<b>Non-restricted cash and cash equivalents</b>	<b>989</b>	<b>880</b>
<b>Restricted cash and cash equivalents</b>		
<i>Royalties for Regions Fund Projects Restricted cash</i>		
Community Chest Grants Scheme	-	43
<b>Total cash and cash equivalents</b>	<b>989</b>	<b>923</b>

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

## 6.2. Capital Commitments

There are no known capital expenditure commitments, being contracted capital expenditure additional to the amounts reported in the financial statements (2020: None).

## 7. Financial instruments and Contingencies

	Note
Financial instruments	7.1
Contingent assets and liabilities	7.2

### 7.1. Financial Instruments

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

	2021 \$'000	2020 \$'000
<u>Financial assets</u>		
Cash and cash equivalents	989	923
Financial assets at amortised cost <sup>(a)</sup>	134	212
<b>Total financial assets</b>	<b>1,123</b>	<b>1,135</b>
<u>Financial liabilities</u>		
Financial liabilities at amortised cost <sup>(b)</sup>	5	49
<b>Total financial liabilities</b>	<b>5</b>	<b>49</b>

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

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

## Notes to the Financial Statements (continued)

### 7.2. Contingent assets and liabilities

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

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

There were no contingent assets or liabilities which would affect the Commission at the end of June 2021 (2020: None).

### 8. Other Disclosures

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

	Note
Events occurring after the end of the reporting period	8.1
Correction of period errors/changes in accounting policies	8.2
Key management personnel	8.3
Related party transactions	8.4
Related bodies	8.5
Affiliated bodies	8.6
Special purpose accounts	8.7
Remuneration of auditors	8.8
Equity	8.9
Supplementary financial information	8.10
Explanatory statement	8.11

#### 8.1. Events occurring after the end of the reporting period

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

#### 8.2. Correction of prior period errors/changes in accounting policy

The Commission has adopted the following new Australian Accounting Standards in accordance with the transitional provisions applicable to each standard:

AASB 1059 Service Concession Arrangements: Grantors

AASB 2018-5 Amendments to Australian Accounting Standards – Deferral of AASB 1059

AASB 2018-6 Amendments to Australian Accounting Standards – Definition of a Business

AASB 2018-7 Amendments to Australian Accounting Standards – Definition of Material

AASB 2019-1 Amendments to Australian Accounting Standards – References to the Conceptual Framework

AASB 2019-2 Amendments to Australian Accounting Standards – Implementation of AASB 1059



AASB 2019-3 Amendments to Australian Accounting Standards – Interest Rate Benchmark Reform

AASB 2019-5 Amendments to Australian Accounting Standards – Disclosure of the Effect of New IFRS Standards Not Yet Issued in Australia

AASB 2019-7 Amendments to Australian Accounting Standards – Disclosure of GFS Measures of Key Fiscal Aggregates and GAAP/GFS Reconciliations

AASB 2020-4 COVID-19-Related Rent Concessions

The Commission considers the above standards do not have a material impact on the Commission.

### 8.3. Key management personnel

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

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

Compensation band (\$)	2021	2020
<b>Compensation of members of the accountable authority</b>		
50,001 - 60,000	1	1
10,001 - 20,000	1	-
1 - 10,000	5	7
<b>Compensation of senior officers</b>		
230,001 - 240,000	1	1
160,001 – 170,000	1	-
150,001 - 160,000	0	1
	<b>2021</b>	<b>2020</b>
	<b>\$'000</b>	<b>\$'000</b>
Short-term employee benefits	402	419
Post-employment benefits	35	40
Other long-term benefits	39	13
<b>Total compensation for members of the accountable authority and senior officers</b>	<b>476</b>	<b>472</b>

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

## Notes to the Financial Statements (continued)

### 8.4. Related party transactions

The Commission is a wholly owned and controlled entity of the State of Western Australia.

Related parties of the Commission include:

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

### Material transactions with other related entities

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

### 8.5. Related bodies

The Commission had no related bodies during the reporting period.

### 8.6. Affiliated bodies

The Commission had no affiliated bodies during the reporting period.

### 8.7. Special purpose accounts

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

### 8.8. Remuneration of auditors

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

	2021 \$'000	2020 \$'000
Auditing the accounts, financial statements, controls, and key performance indicators	<u>26</u>	<u>25</u>

**8.9. Equity**

	2021	2020
	\$'000	\$'000
Contributed equity	<u>138</u>	<u>138</u>

**8.10. Supplementary financial information****(a) Write-offs**

There were no write-offs during the financial year.

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

There were no losses of public money and public and other property during the financial year.

**(c) Gift of public property**

There were no gifts of public property during the financial year.

**8.11. Explanatory statement**

The Commission is exempt from TI 945 Explanatory Statement as their Total Cost of Services is below \$10 million for the two most recent consecutive comparative periods.



# Key Performance Indicators

## Certification of Key Performance Indicators

I hereby certify that the key performance indicators are based on proper records, are relevant and appropriate for assisting users to assess the Peel Development Commission's performance, and fairly represent the performance of the Commission for the financial year ended 30 June 21.



David Doepel

Chair

1 September 2021



Andrew Ward

Chief Executive Officer

1 September 2021

## Additional Key Performance Indicator information

### Relationship to Government Goals

The Government's desired outcome from the activities of the Peel Development Commission is the development and promotion of the Peel region. The Commission achieves this outcome by providing a coordination and facilitation function to deliver beneficial outcomes to business, community groups and to people living and working in the Peel region.

Performance measures are defined and monitored for the Commission's strategic goals through the Western Australian Government Budget Statements.

Government Goal	Desired Outcome	Service
<b>WA Jobs Plan:</b> local manufacturing and production, creating Western Australian jobs and training for the jobs of the future <i>and</i> <b>Growing our communities:</b> protecting our environment with thriving suburbs and regions	Development and promotion of the Peel Region	Regional Development

### Summary of Key Performance Indicators

Indicators	FY21 Target	FY21 Actual	Variation
Effectiveness Indicator <i>Client satisfaction with the contribution to the Region's economic base</i>	85%	88%	3%
Average cost per hour	\$135	\$104	-\$31

### Overall Effectiveness Indicators

The Commission measures its effectiveness indicator through an annual client perceptions survey, conducted by an independent market research company.

The Commission's effectiveness in achieving its government desired outcome is measured by undertaking an annual survey of key clients and stakeholders. This survey is conducted by an independent market research consultant. 250 stakeholders were selected at random from the list of identified stakeholders, comprising of Local, State and Commonwealth agencies, as well as private entities and non-government agencies. A total of 170 completed surveys were obtained from this client contract list (a response rate of 68%) which is sufficient to ensure that the overall results are representative of the opinions of the population of key clients within a possible sampling error of +/- 4.25% at the 95% confidence level.

Desired outcome: Development and promotion of the Peel region	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Target	2020-21 Actual
Client satisfaction with contribution to the region's economic base	87%	82%	85%	n/a <sup>1</sup>	85%	88%

<sup>1</sup> Due to COVID-19 restrictions, and pursuant to Treasurer's instruction (TI) 904 para (3)(i), the Commission sought and obtained an exemption from reporting the key effectiveness indicator for the 2019-20 financial year.

Source: Perth Market Research

## Key Performance Indicators (continued)

### Efficiency Indicators

The key efficiency performance indicator measures the overall efficiency in achieving the desired outcome. These outcomes are linked to Government goals.

The following efficiency indicator is based on the total operational cost including an allocation of general costs and overheads and excluding grants and subsidies.

Efficiency Indicator — Service Regional Development	2016–17 Actual	2017–18 Actual	2018–19 Actual	2019–20 Actual	2020–21 Target <sup>1</sup>	2020–21 Actual	Variance
Average cost <sup>2</sup> per hour	\$79	\$78	\$71	\$116	\$135	\$104	-\$31

<sup>1</sup> The target cost per hour is an estimated figure based on budgeted expenditure and staffing levels.

<sup>2</sup> Operating cost information is sourced from the Statement of Comprehensive Income total cost of service excluding grants and subsidies.

### Comments

The 2021 actual average cost per hour is below target, mainly due to a reduced level of travel following COVID-19 restrictions together with a reduction in expenditure on professional services with the focus for the last two months of the financial year on the small grant elections commitments.



## 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 2020–21.

### Employment and industrial relations

#### Staff Profile

	As at 30 June 2020	As at 30 June 2021
Full time permanent	4.0	5.0
Part time permanent	3.94	3.16
Full time contract	1.0	1.0
Part time contract	0.0	0.0
Part time casual	0.0	0.0
<b>Total (FTE)</b>	<b>8.94</b>	<b>9.16</b>

### Staff development

The Commission values its Board Members and employees 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 annually.

New staff and Board Members undertake an induction process with key information provided to enable them to commence their duties.

### Workers compensation

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

## 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 meetings

During the reporting period, the Commission's Board met on five 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
Paddi Creevey — Chair	7/7	26/09/2017 – 12/11/2018 12/11/2018 – 30/06/2021
Alan Cransberg — Deputy Chair	7/7	10/06/2019 – 30/06/2022
Michelle Rich	6/7	29/01/2018 – 31/12/2019 01/01/2020 – 31/12/2020 31/12/2020 – 31/12/2021
Michelle Sidebottom	7/7	10/09/2018 – 30/06/2021 01/07/2021 – 30/06/2024
Rhys Williams	6/7	29/01/2018 – 31/12/2020 31/12/2020 – 31/12/2021
David Doepel	6/7	20/01/2020 – 31/12/2022
Andrew Ward	7/7	CEO

## 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 \$
Paddi Creevey	Stipend	12 months	47,099
Alan Cransberg	Stipend & Sitting Fees	12 months	9,236
Michelle Rich	Sitting Fees	12 months	4,004
Michelle Sidebottom	Sitting Fees	12 months	3,446
Rhys Williams	Sitting Fees	12 months	2,672
David Doepel	Sitting Fees	12 months	3,210
Andrew Ward	Nil	12 months	0
Peter Cooke <sup>1</sup>	Sitting Fees	12 months	1300
<b>Total</b>			<b>70,967</b>

<sup>1</sup> Transform Peel Strategic Advisory Committee member

## Other legal requirements

### Personal use of credit cards

Credit cards are issued to two officers for purchasing goods and services for the Commission. The Commission's credit card policy and Treasurer's Instruction TI 321 prohibit the use of the card for personal purposes. There were no instances of a corporate credit card being used for personal purposes during the reporting period.

### Advertising, market research, polling and direct mail

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:

Expenditure Type	Supplier	\$
Advertising agencies	-	Nil
Market research organisations	Survey Monkey	255.02
	Perth Market Research (Client Survey)	3,675.00
Polling organisations	-	Nil
Direct mail organisations	Mailchimp	1,020.41
	Australia Post	1,928.29
Media advertising organisations	Facebook (Posts – various)	75.32
<b>Total</b>		<b>6,954.04</b>

### Disability Access and Inclusion Plan outcomes

Peel Development Commission is committed to promoting an inclusive environment in which all people can access our services and facilities. In 2018, the Commission was included under the umbrella of the overarching Department of Primary Industries and Regional Development (DPIRD) Disability Access and Inclusion Plan (DAIP) 2018–2023. This plan is designed to ensure all people are considered in all Commission activities and services and 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 *DPIRD Disability Access and Inclusion Plan 2018–2023* outlines the following outcomes:

1. People with disability have the same opportunities as other people to access the services of, and any events organised by, the Peel Development Commission.
2. People with disability have the same opportunities as other people to access the offices and other facilities of the Peel Development Commission.
3. People with disability 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.
4. People with disability receive the same level and quality of service from the staff of the Peel Development Commission as other people receive.
5. People with disability have the same opportunities as other people to make complaints to the Peel Development Commission.
6. People with disability have the same opportunities as other people to participate in public consultation by the Peel Development Commission.
7. People with disability have the same opportunities as other people to obtain and maintain employment with the Peel Development Commission.

A copy of the [DPIRD Disability Access and Inclusion Plan 2018–2023](#) can be found on the Commission's website and intranet.



## 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><li>• Annual presentation to Board members from the Public Sector Commissioner outlining public sector standards, board ethos and good governance principles.</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 SharePoint site 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, and a review is completed annually.</li></ul>

## 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 November 2020, and as agreed with the State Records Office our revised plan is due to be tabled by November 2021.

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

### WA Multicultural Policy Framework

The Commission is participating in the Department of Primary Industries and Regional Development (DPIRD) *Multicultural Plan 2021–26*. The Plan outlines tangible ways in which the Commission will work to achieve the policy priorities, outcomes and strategies of the WA Multicultural Policy Framework for the Culturally and Linguistically Diverse (CaLD) community of Western Australia.

The *Multicultural Plan 2021–26* was submitted to the Minister of Citizenship and Multicultural Interests, Minister Hon Paul Papalia, in January 2021. In June 2021, DPIRD received formal acknowledgement from the Hon Toni Buti, the new Minister of Citizenship and Multicultural Interest, and will now enter the implementation phase of the Plan.

A copy of the DPIRD [Multicultural Plan 2021–26](#) can be found on the Commission's website and intranet.

### Substantive equality

Substantive equality recognises that while some systems and processes may outwardly appear as non-discriminatory, they may not be fully responsive to the needs and aspirations of different people and groups and, as a result, can unintentionally create further inequalities. Peel Development Commission is committed to identifying and eliminating institutional barriers wherever they exist.

### 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 during induction of new staff;
- Establishment of an OSH Workplace Committee that meets regularly;
- Adoption of DPIRD Hazard/incident reporting procedures; and
- Open access to both grievance resolution procedures and Employee Assistance Program (EAP) services.

## Government policy requirements (continued)

The Commission ensures compliance with the injury management requirements of the *Workers Compensation and Injury Management Act 1981* by adopting relevant DPIRD corporate 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.

	Target 2019-20	Actual 2019-20	Target 2020-21	Actual 2020-21
Number of fatalities	0	0	0	0
Lost time injury/disease incidence rate	0	0	0	0
Lost time injury and/or disease incident rate	0	0	0	0
Lost time injury and/or disease severity rate	0	0	0	0
Percentage of injured workers returned to work				
i) within 13 weeks	0	0	0	0
ii) within 26 weeks	n/a	n/a	n/a	n/a
Percentage of managers trained in occupational safety, health and injury management responsibilities	Greater than 80%	100%	Greater than 80%	100%





