



PEEL DEVELOPMENT COMMISSION

ANNUAL REPORT 2021-22





ACKNOWLEDGEMENT OF COUNTRY

The land upon which the Peel Development Commission (PDC) operates, is on Mandjoogoordap Boodja, part of the Bindjareb Noongar Boodja and Wilman Noongar Boodja, which is part of the Noongar Nation.

The Noongar Nation is part of the many different Aboriginal and Torres Strait Islander Nations in the Boodja we know as Australia. We acknowledge their 50,000 years of human existence on this boodja and acknowledge their continuing connection to the boodja (land), the gabi (waters), the worl (sky) and kaadadjan (knowledge).

We pay respect to their cultures and their Eldership — past, present and emerging.

**Dolphins Dreaming by Noongar
Aboriginal artist, Deborah Newenham.**

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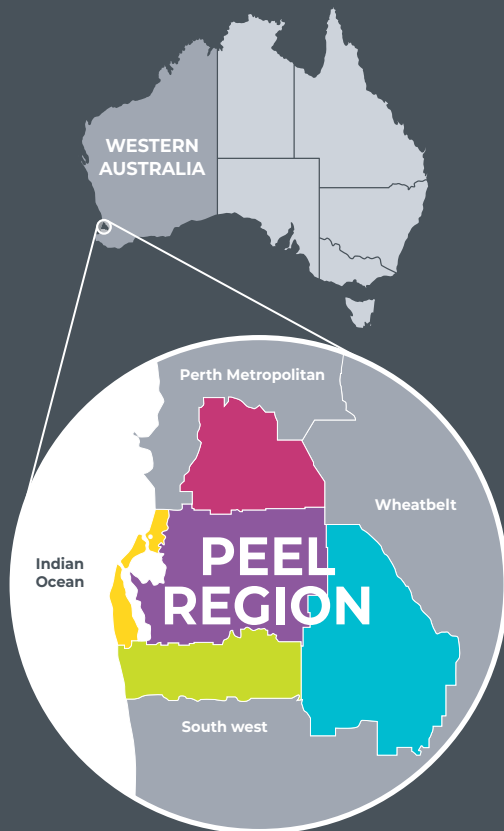
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Local government areas

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

Our location

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 2022.

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 2022

Andrew Ward
Chief Executive Officer

September 2022

WELCOME

Welcome to the Peel Development Commission Annual Report 2021–22.

This annual report has been produced for our stakeholders to describe the operational, financial and service performance of Peel Development Commission for the 2021–22 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 and is available in alternative formats upon request.

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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...

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



Regional resilience was a recurring theme that underpinned 2021–22. We found ourselves operating within an environment at times simultaneously challenged by COVID-19 whilst working toward a post-pandemic economic recovery.

This year, the Commission's work remained focussed on investment attraction, diversifying our economy and making it resilient by partnering to identify and support projects that benefit the region.

Our Board and staff members have a genuine commitment to the prosperity of the Peel and we are clear on our mission here. I'm very proud of the proactive nature of the Commission's efforts and the forward-thinking nature of their approach. We have many achievements to be proud of this year.

The People of Peel Roadmap highlights initiatives to achieve the goal of a skilled, adaptable and empowered workforce to drive a thriving regional society and economy.

The Food Innovation Precinct WA (FIPWA's) founding partners have committed to at least five years at the centre. Agriculture and food innovation is a priority sector in the development of our region and this commitment brings us closer to our goal of building a robust food and beverage manufacturing sector, delivering a genuine and enduring jobs engine.

The SJ Food and Farm Fest in November 2021 was an enormous success and demonstrated the breadth of agricultural pursuits that exist within the shire of Serpentine Jarrahdale. The Commission was proud to sponsor this event, the shire's first agricultural show in 60 years.

In October 2021, the Dwellingup Futures Roadmap was endorsed by the Shire of Murray and the Peel Development Commission Board. The Roadmap presents a shared vision and goals, strategic priorities, and key success indicators that aim to achieve the desired growth of Dwellingup by 2036.

The Round 4 RED Grants recipients were announced in December 2021. The projects supported in this round helped several Peel businesses increase their production capacity by constructing new facilities and installing upgraded equipment to serve growing demand in both local and export markets. The program also supported the establishment of a solar-powered vertical farm (an Australian first).

The Commission and regional stakeholders continued to progress the Transform Mandurah

development program, with the Transform Mandurah report now endorsed by the Mandurah council. We are committed to the vision laid out in the pages for a vibrant and resilient greater Mandurah that people will be proud to call home.

At the Peel Development Commission, we are collectively concerned with what the Peel will look like in 2030, 2040 and 2050 and what foundational work we need to do now. We have a strong Board with experience, knowledge and insight from across the region that consistently goes above and beyond to guide us in achieving our goals. I am very proud to be the Chair of the Commission and whenever I introduce myself in that role it's with a great sense of pride that I do it.

I would like to thank our Board members and Commission staff for their ongoing leadership and collaboration to further develop Peel into a progressive, prosperous and dynamic region with a culture of care.

A handwritten signature in black ink, appearing to read 'David Doepel'.

David Doepel
Chair

CEO's foreword



Through facilitation, advocacy and collaboration, the Peel Development Commission is committed to delivering on our goals to support regional prosperity, a strong economy, and a bright future for the people of the Peel region.

State government funding for COVID-19 recovery and election commitments provided much welcome support for the region in 2021-22. The Commission will continue supporting the administration and stakeholder management of Peel's 2021 election commitments which include six major projects and 85 small commitments. The delivery of these projects strengthens our communities, grows tourism, and supports thriving industry in the Peel.

The Transform Mandurah and Transform Peel development projects continued their progress to create strategic economic opportunities for Mandurah and Peel, to support a growing population whilst maintaining and leveraging a sustainable approach to our natural environment.

The Commission delivered \$780,000 of Regional Economic Development grants across six projects to drive economic growth through employment opportunities and revenue that benefits regional communities.

Agriculture and food innovation provide enormous opportunities for Peel, and this year we saw several projects propel this sector forward. The Food Innovation Precinct Western Australia (FIPWA) progressed significantly, with construction completed, a new FIPWA brand launched, and \$10m secured to deliver a common user Food Technology Facility in the precinct. The Commission attracted Eden Towers, a solar-powered vertical farming proponent, to the Peel Business Park and facilitated a partnership with the local Bindjareb community on a bush-tucker project using cutting-edge growing technology.

The People of Peel project will investigate and explore the region's human capital with an insights report, roadmap, and interactive dashboard delivered this year. Continued engagement with regional and government stakeholders is a key priority for the Commission, to ensure the development of education, training and employment pathways that enable a labour market ready for industry growth.

We also held a range of events to build the capacity of local businesses to engage in government procurement, including tender writing workshops, Aboriginal business development workshops and one-on-one assistance.

This report illustrates some of this year's significant 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.

I want to thank the Commission staff and Board members for the knowledge, commitment, and experience they bring to their roles and for contributing to the achievement of the Commission's work in the economic development of the Peel region. I would also like to acknowledge the collaborative approach of our regional leaders and stakeholders in their commitment to working together to achieve positive outcomes for the Peel. 🌿

A stylized, handwritten signature in white ink.

Andrew Ward
Chief Executive Officer

Peel

A PROGRESSIVE,
PROSPEROUS AND
DYNAMIC REGION

PROGRESSIVE | PROSPEROUS | DYNAMIC

2021-22 snapshot



Transform Peel

- Peel Business Park Stage 1 sold out, Stage 2 planning underway
- Food Innovation Precinct WA construction completed
- Solar-powered vertical farm approved and land secured

➔ For more see pages 25–26



Election commitments

Stakeholder engagement on 6 major commitments and oversight and administration of 85 small commitments.

➔ For more see page 53

Business workshops, events & information sessions delivered

➔ For more see pages 31, 36, 39 and 54



Sub-regional economic opportunity analysis

City of Mandurah complete

➔ For more see page 28



showcasing

Peel Food & Beverage Capability Guide launched

➔ For more see page 34



Grants awarded

Managed 113 grants and committed \$780,000 through the Regional Economic Development (RED) Grants program

➔ For more see page 12



People of Peel

Research completed and Roadmap developed

➔ For more see page 45



Client survey

Delivering on our objectives — 86% satisfaction rating

➔ For more see page 53



building capacity

Regional filming

Our Law documentary series

➔ For more see page 39



Perth & Peel Hydrogen Cluster

Leading WA hydrogen industry technology development, enablement and adoption

➔ For more see page 30



Dwellingup Futures Roadmap endorsed

➔ For more see page 49



Waroona Community Precinct

Works officially began

➔ For more see page 50



Grants and funding

Peel Regional Economic Development Grants

The Regional Economic Development Grants (RED Grants) program is a \$45.8 million (over eight years) State Government initiative that invests in locally-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 increasing or sustaining jobs, expanding or diversifying industry, developing skills or capability, increasing business productivity and attracting new investment to the regions.

The Peel Development Commission congratulated the successful fourth round RED Grant recipients on securing funding for their projects in December 2021.



These six projects shared \$780,000 in funding to help create and sustain thriving industry in the Peel, through business expansion, increasing production capability, agri-food innovation and export opportunities in the region.

Through the previous four rounds of RED grants, \$2,914,072 in funding was approved to support 28 projects in the Peel region that have created real economic impact and employment opportunities.

During 2021–22 staff participated in a number of initiatives to improve

the governance of the RED grant program including an independent review of the program led by the Regional Development Portfolio, process improvements with other Commissions, and a project to evaluate the impact of Peel projects across rounds one through four.

Recipient summary

Caravan King



\$160,000

Caravan King will design and construct a new workshop to service the increasing demand for motorhome and caravan sales and services in the Peel. This expansion project will support 10 new full-time jobs in the region and is a stepping stone toward the company's long-term plans to manufacture caravans from this site.

Spinifex Brewing Co



\$150,000

Spinifex will purchase and install a canning line in their production brewery within the Food Innovation Precinct Western Australia, enabling them to package beer for sale into domestic and export markets. This project will expand production and increase direct employment as the sales and production capacity grows from 500,000 litres to full capacity of 1.5 million litres.

Eden Towers



\$170,000

Indoor vertical farm operator Eden Towers will use its funding to construct a laboratory at their vertical farm in the Peel Business Park and establish a commercialisation program at the Food Innovation Precinct Western Australia. The lab will support the current Growing Bush Foods program, working towards the establishment of new/ different product segments into a growing bush food market.



Smartstream Technology Chaff City



\$120,000

Smartstream Technology will procure, install, and operate a second, larger rotomoulding machine to meet current and future demand for their sewer/wastewater and stormwater product range used by the civil and industrial industries. This project will increase the company's production capabilities, create sustainable employment, and will assist the company's export initiatives.

Chaff City



\$90,000

Chaff City will use \$90,000 to support its expansion project, purchasing and installing equipment to semi-automate the mixing and packaging processes for their muesli and grain mix production. These improvements will result in the company being able to expand further into the Australian market and export its products internationally.

Hunsa Smallgoods



\$90,000

Hunsa Smallgoods will receive \$90,000 towards the purchase of new equipment including a vacuum fill and portion system, enabling more efficient throughput, and increasing production capacity to cater for the new export business. This growth will create new jobs, enhance the reputation of Peel as a food hub and attract investment into the region.

OUR PEOPLE

Our Minister



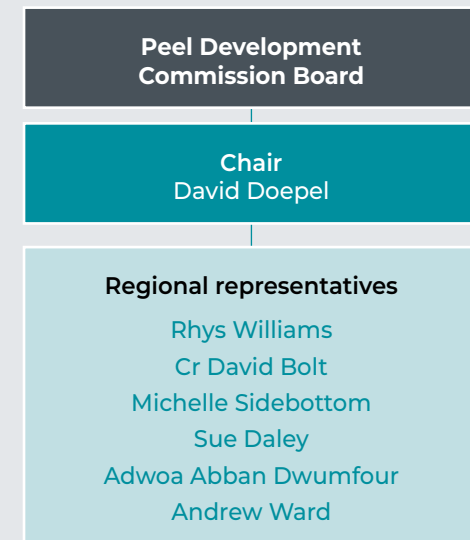
Hon Alannah MacTiernan MLC

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.





David Doepel, Chair

Ministerial Representative

1st Term: 20/01/20 – 31/12/22

2nd Term: 29/11/21 – 30/6/24

David Doepel is already well known in the Peel region through his work with Murdoch University and the Future Food Systems 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 focusing 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. David holds degrees from Murdoch University, the Melbourne College of Divinity and Boston University.



Alan Cransberg, Deputy Chair

Ministerial Representative

10/06/19 – 31/12/21

Alan Cransberg was Deputy Chair of the Commission from 10 June 2019 through to 31 December 2021. During his tenure, he brought extensive corporate experience to the role, most notably as former Chairman and Managing Director of Alcoa Australia and President Alcoa Global Refining. He brought 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 Waalitj Foundation, 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 Western Australian and lives in Mandurah.



Rhys Williams, Deputy Chair

Local Government Representative

1st Term: 29/01/18 – 31/12/20

2nd Term: 31/12/20 – 31/12/21

3rd Term: 29/11/21 – 31/12/24 (Deputy Chair)

In October 2021, Mayor Rhys Williams was convincingly elected by the Mandurah community for a second term, receiving 85% of the community vote. In his role as Mayor, Rhys has made a strong commitment to economic diversification, community wellbeing and addressing youth unemployment. Prior to this role, Rhys ran a successful youth development charity which he founded when he was 17, and worked on projects in more than 100 communities across Australia and abroad. In 2015, Rhys received the Young West Australian of the Year award in recognition of this work. Rhys is a board director of the South Metropolitan TAFE and is a former Chairman of the Mandurah Performing Arts Centre and several non-profit organisations. He is currently completing a Masters in Development Studies at Murdoch University.



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 completed her term on the Commission Board on 31/12/21. She is a Councillor with the Shire of Serpentine Jarrahdale and also Shire President.

With a background in small business, Cr Rich has brought a solid understanding of new business and environmental issues. She is passionate about promoting the Shire of Serpentine Jarrahdale and the greater 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.



Cr David Bolt

Local Government Representative

1st Term: 01/01/22 – 31/12/23

David Bolt was elected to the Shire of Murray Council in 2015 and Shire President in October 2017. He was Chair of the Peel Regional Leaders Forum (Peel Alliance) from late 2017 through to 2019 and is currently Chair of the Rivers Regional Council. With a successful business career and active involvement in Australia's Information and Communications Technology sectors for over 37 years, Cr Bolt brings to his roles broad and practical industry experience. He has held executive management and board positions at leading International and listed Australian corporations providing IT products and technology related consulting services to Government and businesses of all sizes. Cr Bolt is married with two children and currently lives in South Yunderup in the beautiful and rapidly-growing Peel Region of Western Australia.



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 local to major State-wide 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 the areas of tourism, hospitality, events, recreation, accommodation developments, and training/workforce development projects. Additional roles held include Industry Advisor for the Western Australian Indigenous Tourism Operators Council, Board Member of Visit Mandurah, and Board Member of Coolibah Care Inc.



Sue Daley

Community Representative

1st Term: 01/12/21 – 31/12/24

Sue Daley was appointed to the Board in December 2021. Sue is a successful business owner, specialising in the management of residential and commercial property transformations. She has extensive facilitation and project management skills along with significant experience in analytical roles within varied business environments. Sue is the co-founder/owner of Maiolo Constructions Pty Ltd, specialising in renovations and alternative construction methods and has started a new business venture called Pocket Condos – Tiny Homes in WA, which she sees as a solid solution for the current housing crisis. Sue is community focused, an advocate of the local supporting local ideal and a champion for women in business. This is evidenced by her position as Secretary of the South Yunderup/Ravenswood Volunteer Bush Fire Brigade and her previous role as Chapter leader for Business Women Australia Mandurah/Murray.



Adwoa Abban Dwumfour

Ministerial Representative

1st Term: 01/01/22 – 30/06/23

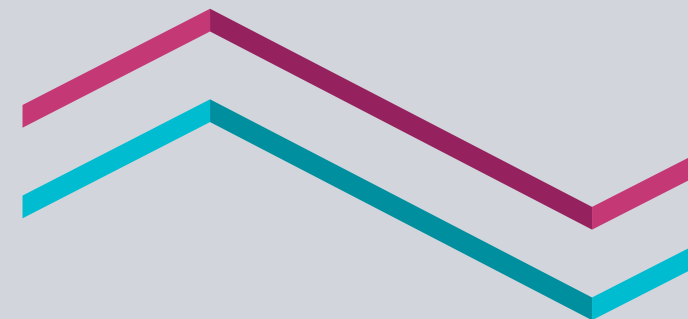
Adwoa Abban Dwumfour is the Director and Owner of Quantum Phases Consortium Pty Ltd, an independent construction cost and contracts Consultancy based in Perth. Adwoa has over 20 years of experience across the light and heavy industrial sectors, including building, construction, engineering, infrastructure, mining and metals, oil and gas, LNG capital-intensive infrastructure projects, power, and petrochemicals. She has worked in Australia, the UK and Africa. Her background in Quantity Surveying, Contract Management, Construction Law and Arbitration has contributed to her development as a Specialist Expert in Quantity Surveying, Quantum Assessment and In-Depth Forensic Cost and Quantitative Analysis of Complex Projects in Disputes. She is currently working on her PhD in Construction Management which she commenced in 2019.



Andrew Ward

Chief Executive Officer

Andrew Ward is Chief Executive Officer of the Peel Development Commission and is a member of the Board. Mr Ward 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 of the 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 *2021–22 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:



1.0 THRIVING INDUSTRY



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

2.0 AGRICULTURE & FOOD INNOVATION



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 33

3.0 TOURISM EXCELLENCE



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

4.0 CAPABLE PEOPLE



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 44

5.0 STRONG & RESILIENT COMMUNITIES



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 48

6.0 ORGANISATIONAL EXCELLENCE



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

See page 52

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

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 Food Innovation Precinct Western Australia.

Peel Business Park

- All 10 Stage 1 lots at the Business Park have now sold with DevelopmentWA progressing the preparation of Stage 2, comprising nine new lots released in August 2022.
- The Commission attracted a solar-powered vertical farming proponent, Eden Towers, to the Peel Business Park, which will be capable of producing 120 tonnes of food per annum under controlled growing environments.
- The Commission is supporting the Shire of Murray to undertake Managed Aquifer Recharge injection trials in the Nambeelup Bore to further prove the technical feasibility of a MAR at this site.

Dual Naming

The dual naming of Peel Business Park and Food Innovation Precinct WA (FIPWA) was endorsed by the Peel Development Commission and Transform Peel Strategic Advisory Committee in May 2022. The Commission employed a consultative approach throughout this process which included engaging local Bindjareb elders across Mandurah and the Shire of Murray to understand their life experiences; stories and memories from the area.

The dual naming of both locations will be fully implemented in 2022.

- Peel Business Park — Nambeelup Kaadadjan (Nambeelup being the location and Kaadadjan meaning knowledge/information).
- Food Innovation Precinct WA — Mereny Bidi Boodja; Mereny (food) Bidi (pathway) Boodja (land/country).



**FOOD
INNOVATION
PRECINCT**
WESTERN AUSTRALIA
MERENY BIDI BOODJA

Food Innovation Precinct Western Australia (FIPWA) Mereny Bidi Boodja

The Food Innovation Precinct WA at the Peel Business Park spearheads the regional vision of leveraging existing and emerging market opportunities as Australia's first centre of excellence for new agriculture technology and innovative value-added food products.

Construction of the facility was completed in August 2022, and the precinct is already fully leased with the grand opening due to take place before the end of the year. The Shire of Murray Council endorsed the leases with The GrowHub, Spinifex Brewery and Murdoch University, confirming tenancies for the Research, Innovation and Production buildings for the next five years.



Grand opening
**PLANNED FOR
LATE 2022**

The Commission co-funded FIPWA's inaugural Experts In Residence program, where businesses in the alternative protein sectors were mentored by industry experts from Singapore and Australia through the X-Protein Lab program. Participants were mentored and advised on R&D, technology readiness, IP, product-market fit, business models, consumer and market acceptance, investment potential, global relevance and more. <http://fipwa.com.au/>



Transform Mandurah

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.

This project forms part of Stage 2 of the Transform Peel Program. The Commission is a partner in this initiative with the City of Mandurah.

The vision for Transform Mandurah sets out to create a long-term economically resilient commercial and administrative centre south of Perth to attract technical, strategic industries and workers to the region.

Deloitte Access Economics was commissioned to conduct research and analysis of Mandurah's Economic Opportunities. This work commenced in August 2021 and the completed report has now been endorsed by the City of Mandurah Council.

The findings of the report and evidenced recommendations and actions will inform a Transform Mandurah Plan.



Mandurah Waterfront Project

The \$22m Mandurah Foreshore Waterfront Project, with investments from Federal, State and Local Government, will deliver an iconic foreshore precinct for people to meet, play and rest. Investing in a vibrant city centre will support local tourism and local jobs for long term economic recovery.

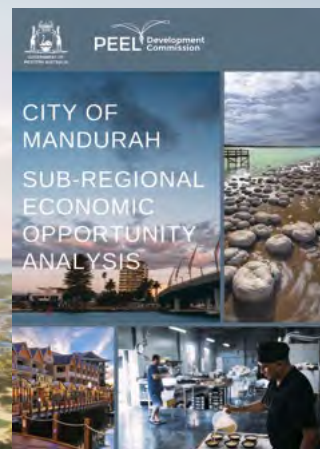


Mandurah Sub-regional Economic Opportunity Analysis completed

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, and economic diversification and to continue to meet the needs of a growing population.

The report uses an evidence-based approach to understanding changes to the demographic, workforce, economic and infrastructure profile of Mandurah to aid in identifying specific opportunities for development in Mandurah and potential related projects across the region. At its centre, are the waterways and environmental assets which support much of the City's success and opportunity.



engage

**IN INNOVATION,
AND ECONOMIC
DIVERSIFICATION**



\$8.65m

**STATE
GOVERNMENT
INVESTMENT**



East Keralup Access Road

Construction on the access road to East Keralup commenced in December 2021, backed by an \$8.65 million State Government investment to activate the site. The Shire of Murray was awarded the contract to build a 3km access road to the site from Gull Road, representing an immediate opportunity to maximise local content and procurement outcomes to benefit local suppliers, sub-contractors, and the Peel community.

The State Government has signed the first option to lease with local company C-Wise, allowing for the relocation and substantial expansion of an innovative organic carbon recycling business. The Commission continues to work closely with DevelopmentWA and the private sector to activate the development of this strategic landholding which is expected to open opportunities for hundreds of long-term local jobs. Completion of the access road is anticipated by the end of 2022.

Perth & Peel Hydrogen Cluster

The development of the renewable hydrogen industry represents opportunities to diversify our local economy, provide opportunity for innovation and create jobs.

The Perth and Peel Hydrogen Cluster, initially commenced under the National Energy Resources Australia's (NERA) Regional Hydrogen Technology Clusters Program, is now in its second year of operation and will soon evolve to an independent incorporated entity.

The Cluster is a collaboration between founding members the City of Mandurah, Murdoch University, Hazer Group Ltd and the Peel Development Commission. All are committed to exploring the potential of clean hydrogen to support and expand the region's economic centres.



Hazer Commercial Demonstration Plant.
© Hazer Group Limited 2022.

opportunities
**TO DIVERSIFY OUR
LOCAL ECONOMY**

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 Advisers are 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 Adviser (LCA) facilitates strong collaboration with other regional agencies to ensure that regional business opportunities are maximised.

Workshops on grant writing and business capability statements were delivered this financial year in conjunction with IPS Business Advisory Services. The workshops were designed to support local businesses to effectively navigate the application process for grants and capital funding and to help increase capacity to participate successfully in government contracts.

Peel's LCA worked with the Mandurah-Murray chapter of Business Women Australia and attended monthly workshops to support their community and develop capability for local women in business.

Aboriginal business engagement is a key priority for the Local Content Advisers Network. In the Peel this includes working with the City of Mandurah on the Aboriginal Cultural Centre, delivering contract management and social media workshops in collaboration with the Waalitj Hub, and working with Indigenous Managed Services (IMS) on an Aboriginal Engagement and Participation Plan for the Commission. The Peel Local Content Adviser also continues to work with other regional Aboriginal businesses.

As IMS continues their work to secure contracts, it is helping to create local training and job outcomes for our community. In return, the Peel region benefits from newly skilled people and increased capability within the region.



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

- **Common Ground Mandurah** — Construction of 50 self-contained apartments and onsite services.
- **Peel Health Campus Redevelopment and Commissioning Program** — Design, construction and operation of a co-located private hospital.
- **Mandurah Estuary Bridge duplication** — Project scoping and stakeholder consultation underway with build scheduled for mid-2023 and completion December 2024.
- **Pinjarra Heavy Haulage Deviation** — Project will divert heavy haulage trucks from the centre of Pinjarra and create 1500 jobs. Work is scheduled to commence in late 2024.

Peel Regional Economic Development Grant **JARRAHFALL BUSH CAMP**

Jarrahall Bush Camp is a 35-hectare property in Dwellingup that has been operating as a purpose-built outdoor adventure camp and accommodation facility set amongst native bushland for over 30 years.

Jarrahall received \$170,000 in funding in the third round of Peel RED Grants in 2020–21. The funds enabled the business to upgrade its facilities and expand into new camp markets, corporate training, events and the wedding sector.

The grant funds assisted the business to secure finance for the project and fast-track construction. The project was completed in January 2022 and included:

- Construction of the Mess Hall and Activity Centre
- Upgrades to the Bunkhouse, Dining Hall and new Chalet Bunk House.

The facility upgrades have resulted in several positive outcomes for the business.

- Jarrahall can now accommodate 150 school children, enabling multiple school camps during the same period. Jarrahall has exceeded the revenue target set through 62 school visits in 2021.

- Jarrahall has exceeded its target of increasing total visitors to 6,600 per year.
- The increase in school visits, private visitors and weddings has created employment and traineeship opportunities in a range of jobs at the centre.

The newly refurbished accommodation, along with a beautiful wedding space, offers great appeal to the wedding market. This is an exciting new market opportunity for the business to expand and grow. They also plan to hold regular large-scale, family and community events to expand and diversify their product offering.

The Peel Development Commission is pleased to see the RED grant providing opportunities for Jarrahall Bush Camp to expand and diversify their business and establish and upgrade their Activity Centre and Mess Hall which will ultimately drive tourism within the Dwellingup area.



OUTCOMES ACHIEVED:

17
jobs created —
including chefs,
instructors and
cleaners

5
new trainees

100%
local content in
project expenditure
through the use of
local contractors,
suppliers and
products

FUNDING HAS ENABLED:

>6,600
visitors per year

150
bed capacity

↑
School and
corporate revenue
streams

↑
Capacity and
number of events

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.

Supporting agriculture and food innovation sectors in the Peel

The Commission supported several events and initiatives this year through sponsorship and facilitation.

- FIPWA Agri-food R&D commercialisation workshop
- SJ Food and Farm Fest
- Future of Food Conference
- Buy West Eat Best Meet the Buyer trade show
- Coles Liquor introduction and information session.

Peel Food and Beverage Capability Guide Launched

Developed by the Department of Primary Industries and Regional Development in partnership with the Peel Development Commission, the guide highlights quality regional products by local food manufacturers to consumers, retailers, buyers,

wholesalers, chefs, caterers, and tourism operators. The guide is a digital resource that is hosted online and creates a single go-to resource for local food and drink and allows users to select quality ingredients at a glance.



Serpentine Jarrahdale Food & Farm Fest

SJ's first agricultural show in 60 years involved 20 distinct community groups and animal associations and was well attended with over 4,200 tickets sold. The not-for-profit organisation Serpentine Jarrahdale Food & Farm Alliance Group, along with all the volunteers, stallholders and guest speakers made this event possible, with the next Food & Farm Fest scheduled for November 2022.



Eden Towers

Located at Peel Business Park, Eden Towers is Western Australia's first commercial-scale, solar powered indoor vertical farm. Eden Towers grows leafy greens, herbs, microgreens and edible flowers at the vertical farm, and they are progressing growth trials of Warregal Spinach and Lemon Myrtle. The laboratory at Eden Towers will support the Growing Bush Foods project, which explores the many varieties of bush foods to see which grow best in a vertical farm environment and assess the nutritional value of plants. Successful crops will be developed into commercial goods such as edible products, downstream processing for commercial uses, or to support reforestation.

Bush Foods

A partnership between the Peel Development Commission, Eden Towers, Winjan Aboriginal Corporation, Mandjoogoordap Dreaming and the Shire of Murray is set to trial and establish indigenous bush food and non-food crop production in the Peel region. These unique products will be grown at Eden Towers, a solar-powered vertical farm at Peel Business Park, with support and cultural input from the local Bindjareb Traditional Owners.

This partnership will support economic development and agri-business projects within the region, and education and employment opportunities for local Aboriginal people to engage with the project, product, and supply chain.



The GrowHub

The GrowHub, founded by Fund Singapore, is the key strategic partner to the Food Innovation Precinct Western Australia (FIPWA). The Peel Development Commission and the Shire of Murray established this relationship with a vision of connecting WA and Peel food producers with Singapore organisations and helping them access opportunities for expansion and value-added processing.

The Commission through GrowHub facilitated the sale of WA produce into Singapore (wine, beer, fresh produce, chocolate powder and alternative milk) with

approximately \$100,000 of product being sent to Singapore per month, including five businesses from the Peel region.

Wide Open Agriculture recently signed an exclusive agreement with GrowHub to distribute their oat milk, OatUp, in Singapore markets for two years. The Singapore trade opportunities were established through the Peel Development Commission's Agri-Innovation Precinct initiative in partnership with the Chamber of Commerce and Industry WA (CCIWA), Shire of Murray and GrowHub.



Agri-Food Grant Information Session

In September 2021, the Commission held a grant information session attended by approximately 30 agriculture, food, and beverage production businesses, highlighting the grants or funding programs that are commonly available to the sector in Western Australia.

Attendees learned about options available to assist with modernisation, innovation, upscaling, new product development, business and technology development, supply chain management and expansion to new markets. Support for industry projects and initiatives that enhance Peel's agriculture and food innovation sectors will put the region in a solid position to grow and leverage existing and emerging market opportunities.

Peel Regional Economic Development Grant **GROUNDSWELL DRIVETHRU**

Groundswell Drivethru was one of nine recipients for Round 3 Peel RED Grants in 2020–21. The grant funding of \$33,000 enabled the business to establish a bean to bar chocolate operation in Mandurah through the purchase of equipment to fire roast fermented chocolate beans into nibs, supplying local chocolate makers with their product.

The grant funds kickstarted several projects such as sourcing a grinder and grinding equipment, securing a coffee supplier (Honduras) and upgrading the café premises. Local contractors carried out the works for the café revitalization, creating economic benefit to the broader community.

The resulting diversification in their business allowed Groundswell to retain all their employees during the height of the COVID pandemic and provide opportunities for trainees through the establishment of an in-house training program.

The establishment of bean to bar chocolates has provided Groundswell with the opportunity to explore new local markets in the Peel and internationally in Singapore and Japan. They have recently signed a distributor agreement with The GrowHub,

with their products set to be on display at the Food Hotel Asia (FHA) Food & Beverage event in Singapore, the largest gathering of leading food and beverage manufacturers and emerging brands in a single platform.

Local Mandurah restaurant Flics Kitchen has been using a range of Groundswell's cocoa products in their menu offerings and held a chocolate degustation dinner which was well attended and received.

The Peel Development Commission is pleased to see RED Grants providing opportunities for Groundswell Drivethru to expand and diversify their business and establish a thriving bean to bar chocolate industry in Mandurah, supporting the region's goals in the food production and tourism sectors.



OUTCOMES ACHIEVED:

4
full-time jobs
created, 6 full-time
employees retained

10
traineeships in
leadership &
management, food
processing and
food sales

50kg
of chocolate
produced per month

~6,000k
cocoa nibs to be
produced in 2022

FUNDING HAS ENABLED:

17%
increase in turnover

5%
trade and market
connections

48%
local content in
project expenditure

↑
purchase of
consumables from
local suppliers

↑
venue capacity and
upgraded facilities

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.

PEEL



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.

Meet the Tourism Minister Event

Over 100 Peel tourism operators attended the Meet the Tourism Minister forum in July 2021 to find out about State Government priorities, future plans and support for tourism in the Peel region. The event featured an interactive Q&A session that gave tourism business owners and operators the chance to discuss issues and ask questions most relevant to them.

The free event was open to all Peel tourism businesses and provided an opportunity to have conversations and make connections to help build a strong and resilient regional tourism sector that's ready for the future.

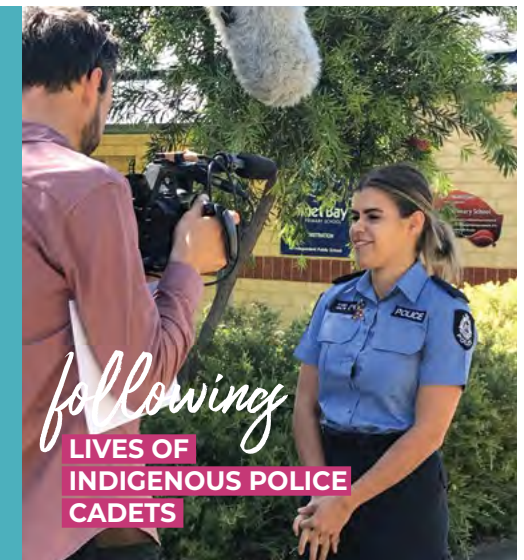


Regional filming in Peel

Our Law is a six-part documentary series filmed across regional WA which follows the lives of Indigenous police cadets as they begin their careers. Police school graduate Tiarna Eades was filmed at her post in Waroona and local Aboriginal elders and community leaders were interviewed at John Butler Studio in the Shire of Murray, sharing their perspectives on the benefits of Indigenous police officers in their community.

The production of *Our Law* was supported with funding from WA Screen Fund (administered through Screenwest) and is set to air on NITV in 2022.

To learn more about 'Made in WA' productions visit: www.screenwest.com.au.



Peel Aspiring Geopark

A working group has been meeting since August 2021 to establish an Aspiring Geopark in the Peel region. Initiated by the Peel Development Commission, advised by Geoparks WA and led by local tour operators Salt & Bush Eco Tours, the group comprises representatives of the Commission, Visit Mandurah, the City of Mandurah and several traditional custodians.

With funding from the Commission, 31 sites are now being assessed across Peel for their alignment with UNESCO Global Geoparks requirements of significant Abiotic

(geology, landforms), Biotic (flora and fauna) and Cultural Aboriginal heritage and European history components.

This study will form the basis of the Geopark project area. Other sites and multiple Geoparks within Peel can be added at any time, but these 31 sites will be the starting place. This study is expected to be complete in mid-2022 for consideration by the working group, after which time a Community Stakeholder Engagement Plan will be enacted.



Aboriginal Artwork Unveiling at Mandurah Visitor Centre

The Mandurah Visitor Centre unveiled its new Welcome to Country art installation in December 2021 as part of extensive renovations to the building. Bindjareb Boodja artists were invited to submit artwork that reflects Mandurah's waterways, coastal location,

local flora and fauna, or cultural stories connected to the area. The winning artwork, created by Binjareb Boodja artists Peta and Corey Ugle, showcases the stunning waterways and abundant wildlife, flora and fauna that characterise the Mandurah region.

Hotham Valley Railway

The Commission supported 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 from the existing commercial network. The Shire of Murray conducted the study as part of its plan to develop Pinjarra into an active and vibrant town, based on its heritage assets and progressive town precinct. The study was completed in November 2021 and concluded that several options to bring this project to fruition were feasible. The Shire of Murray has completed a business case to ascertain costs needed to bring the rail line back to Pinjarra.

Tourism Award Winners

The Peel region was recognised as a superb tourism destination at the 2022 Perth Airport WA Tourism Awards. The City of Mandurah won the GWN7 Top Tourism Town Award, and Dwellingup won silver in the Small Tourism Town category for 2022. Peel-based Salt and Bush Eco Tours won the FACET Golden Guide Award.



Regional visitation numbers

Tourism and hospitality businesses were still affected by COVID in 2021-22, with some businesses closing and many still struggling until interstate and international visitation fully recovers.

The Peel region fared reasonably well with intrastate and local visitors during COVID, with the area attracting 2.2 million day trips in 2021-22 (compared to 3.1m pre-COVID). However, revenue was down compared to pre-COVID levels due to the lack of international visitors.



Local tour operator sponsored to attend National Indigenous Tourism Conference

The Commission sponsored Maitland Hill's attendance at the National Australian Indigenous Tourism Conference in Cairns in June 2022. Maitland is the owner/operator of Kaarak Dreaming Maitland's Cultural Tours based in Dwellingup.

The conference offered Maitland the opportunity to learn from Aboriginal tourism businesses and industry experts and to showcase his tourism product.

The Commission is supporting the following projects to grow the tourism sector in Peel:

Jarrahdale Tourism Development Feasibility and Business Case

Examine development options for the 22ha site at Lot 814 Millars Road, targeted at private sector investment attraction for a regional tourism destination.

Thrombolites Opportunities Study

Investigate possible cultural tourism opportunities for the area in Lake Clifton.

Tourism Resort Park Study

Investigate the future potential for a resort park development (or alternative accommodation options) in Mandurah and the Peel region.

Boddington Caravan Park

Develop a needs analysis and business case to guide the future direction and opportunities of the Boddington Caravan Park.

Peel Trail Development

The Peel region boasts a diverse natural environment with geological features and unique ecosystems, making the growing popularity of trail tourism a significant opportunity for economic growth. Developing robust trail hubs and networks aligns with the Commission's key areas for Tourism Excellence, including tourism growth through investment and creating a network of diverse adventures.

The Commission facilitated state government funding based on the Peel tourism infrastructure strategy to support the following election commitments and other projects:

Peel Regional Trails (\$2m)

The Shire of Waroona will develop Drakesbrook Weir with amenity and service improvements, due for completion in August 2023.

The City of Mandurah (CoM) will construct a new paddle launch and upgrade existing infrastructure at Riverside Gardens, construct a 30km Island shared-use trail and develop trails at the Thrombolites.

Yalgorup National Park Ecotourism Development (\$2m)

The CoM and the Department of Biodiversity, Conservation and Attractions (DBCA) are working to deliver accommodation options

(camping), beach access and amenities and walking and cycle trails, aiming for completion by July 2024.

Dwellingup Trails Gap Project (\$2.7m)

Led by DBCA and the Shire of Murray this project will deliver new trails and upgrades to existing trail infrastructure at Turner Hill, Marrinup, Toms Crossing, Northern Loop, King Jarrah Walk Trail, Bibbulmun Track Loop and Yarragil Campground. Completing the Dwellingup Trails Gap project will enable Dwellingup to be recognised as a designated Trails Town with over 80kms of purpose-built mountain bike trails.

Dwellingup Adventure Trails (\$8.4m)

Led by DBCA and Shire of Murray, the project will deliver 15 new trails to the area (Dwellingup Town Trails), a suspension bridge and 9.5km of new road within Lane Poole. The Baden Powell Trail Centre will open in conjunction with the suspension bridge. The project is funded through a \$3.45 million federal Building Better Regions grant to the Shire of Murray, and \$4.95 million from the State



Government via the Department of Biodiversity, Conservation and Attractions (DBCA).

City of Mandurah Round the Estuary Trail Feasibility Study

The Commission is supporting the City of Mandurah with funding for a feasibility study to set up a mixed-use trail around the 80km+ perimeter of the Peel-Harvey Estuary. Completion of the study is expected by the end of 2022.



Peel Regional Economic Development Grant

DWELLINGUP TRAILS & VISITORS CENTRE

The Shire of Murray was one of seven recipients for the second round of RED Grants, in 2019–20.

The Shire used the grant funding of \$150,000 to complete a state-of-the-art technology fit-out of the Dwellingup Trails and Visitor Centre (DTVC), elevating the centre's status to an acclaimed and iconic establishment promoting Dwellingup and the greater Peel region. The Centre is now complete and was officially opened on 10 September 2020.

The fit-out of the DTVC incorporated innovative technology and design elements to showcase and promote tourism offerings in an exciting and adaptive space that includes interactive touch screens, large screen displays, an interactive map table and a virtual reality area.

Dwellingup's mountain bike trails, walking, paddling, railway, four-wheel drive and horse trails and heritage content are all on display on the large, interactive screens designed to increase visitor interest and help inspire itineraries.

Completion of the Centre has enabled the opening of two small businesses: **Waypoints Café** and **Tours by Dwellingup Adventures**, occupying spaces within the building footprint and serviced by five staff.

The economic benefits created through the RED Grant and associated funding partners have created significant momentum in pursuing transformation projects that will enable Dwellingup to achieve its vision of becoming WA's Premier Trails Town and a Trails Town of national significance.

The Peel Development Commission is pleased to see this RED Grant providing opportunities for the Shire of Murray to enable and complete the DTVC fit-out, contributing to an increase in the number of local and regional tourism opportunities, job creation and business opportunities within the area.



OUTCOMES ACHIEVED:

2.5
new jobs at the
centre

5
new jobs at
Waypoints Café

Staff development:
Upskilling in digital
technology and
systems

245%
Visitor increase
since the centre
opening

Local content:
Focussed on using
local suppliers for
centre build and
fit-out

Offering an
extensive range
of locally-sourced
retail products for
visitors

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.



People of Peel

In partnership with the Peel Capability Collaborative and consulting firm FAR Lane, the Peel Development Commission is leading a People of Peel project seeking to support a deeper understanding of the Peel region's human capital.

The People of Peel project provides key insights into the status of human capital in the Peel region by Local Government Area (LGA), likely future workforce requirements of growth sectors, gaps (based on

population projections and current industry growth/socio-economic strategies), and reinforces the importance of human capital to building a strong and resilient economy.

Three key project deliverables were completed this financial year:

1. People of Peel Human Capital Insights Report
2. People of Peel Dashboard
3. People of Peel Roadmap 2022-27.



The Roadmap was developed with key stakeholders to map out priority human capital development initiatives that will position the Peel region to meet its social and economic development aspirations. All three of these resources can be viewed on the Peel Development Commission's website.

Peel Recruitment Roundtable 2021

The Peel Development Commission led the Peel Jobs & Skills Centre and Local Jobs Program in a Peel Recruitment Roundtable in August. The Roundtable aimed to ensure that local job seekers fill local positions and to create pathways into the food services sector supporting the transition to employment, further study, and training. Prior to the speed interview process, attendees

engaged in a presentation from Peel Jobs and Skills Centre on interview tips and best practices, as well as presentations from each of the local recruiters.

The event attracted the registration of 44 local job seekers with 21 participants transitioning to a second interview. Three attendees achieved employment through the event and another four were shortlisted for future vacancies.



Sponsorship and Support

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.

The Commission sponsored the TEDxMandurah event, now in its second year, with the theme of “Identity — challenging our assumptions”. The event provided an opportunity and global platform for people to share their journey, share ideas and inspire others.

The Peel Chamber of Commerce and Industry’s Business Excellence Awards, Mental Health Matters Workshop and Peel Bright Minds’ Trail Blazers camp are also sponsored by the Commission. The Commission also participated in the Peel Regional Skills Summit in November, in conjunction with the Department of Training and Workforce Development.



promoting
**SCIENCE, TECHNOLOGY,
 ENGINEERING AND
 MATHEMATICS ACTIVITIES**



Peel Bright Minds

The Peel Development Commission is a founding regional partner of Peel Bright Minds, an organisation that coordinates and promotes science, technology, engineering and mathematics (STEM) activities in the region with a focus on young people.

The Commission sponsored the January Trail Blazers camp for Peel youth aged 13–17 years. Trail Blazers runs for six months, commencing with an intensive six-day camp and continuing with a mentorship program that has a dual emphasis of promoting continued engagement in STEM and building the leadership capacity of participants.

60

**Peel Bright Minds received
 60 nominations for the
 36 available places.**



Peel Hospitality Job Connect program

The Peel Hospitality Job Connect program was delivered by Mandurah TAFE in December 2021. Funded by Tourism WA and facilitated by the Commission, it is a free five-day nationally accredited course providing participants with the basic skills and competencies to secure a job in the hospitality industry. The course covered resume and job interview skills, followed by two days in the kitchen learning about food prep, hygiene and food safety.

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.



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 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.



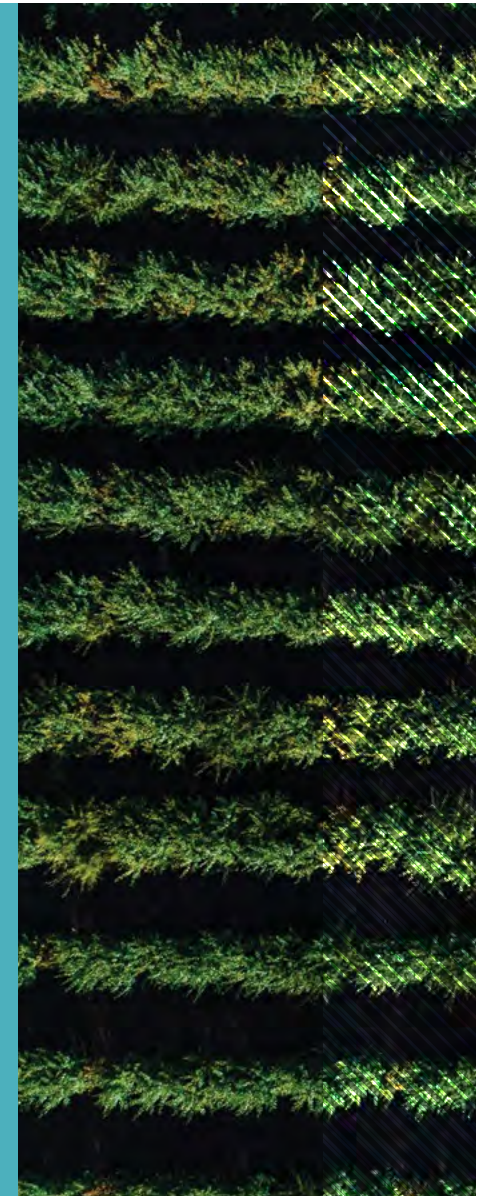
Dwellingup Futures

Dwellingup Futures is a multi-stakeholder collaborative process supporting the community in establishing a sustainable future for Dwellingup. The Commission supported the Shire of Murray in the Dwellingup Futures project with the preparation of a comprehensive economic development strategy for the Dwellingup townsite and immediate surroundings.

In late 2021, the Shire of Murray Council and the Peel Development Commission Board endorsed the *Dwellingup Futures Roadmap 2021–36 and Beyond* (the Roadmap).

The Roadmap outlines potential socio and economic growth scenarios and industry diversification opportunities for new and existing industries in Dwellingup, including jobs growth and land use requirements.

The Shire of Murray has established the Dwellingup Futures Implementation Advisory Committee, a stakeholder group chaired by the Commission, to oversee the implementation of the Roadmap's recommended projects and initiatives.





Social Housing

Three community housing providers in Peel were awarded over \$17 million in funding from the State Government to build new homes to help meet the demand for social housing in the region.

The grants are being provided through the Department of Communities' Social Housing Economic Recovery Package (SHERP), a \$319 million housing stimulus package that the Government announced in June, 2020.



The Peel region's successful grant recipients were:

- **Community Housing Limited:** 10 units — Mandurah
- **Housing Choices WA:** 49 units — Greenfields
- **Shire of Murray:** 12 units — Dwellingup.

The Commission works with the public, private and not-for-profit sectors to identify and confirm investment in secure housing, a critical enabler of people's ability to participate in the community and workforce.

Waroona Community Precinct

Work officially began on the Waroona Community Precinct in May 2022. The project is the centrepiece of the Waroona Town Centre revitalisation and aims to improve the quality of life for residents by creating a vibrant and interactive meeting place that will encourage the community to move, explore and connect.

Additionally, with the expansion of tourism opportunities, the Precinct has the potential to attract an additional 23,600 visitors (20% increase) which translates into \$0.84 million of additional visitor expenditure per annum.

Over 20 years, this Project could inject \$16.8 million into the economy. The State Government is investing \$1.3 million into the Waroona Town Centre redevelopment.





**Peel Away the Mask
Community & Health Service
Provider Workshops**

Mandurah/Murray Workshop 9 November 2021 1:30pm-4:30pm	Serpentine/Zarahdale Workshop 10 November 2021 9am-11:30am	Waroona Workshop 16 November 2021 11:30am-2pm	Boddington Workshop 17 November 2021 10:30am-1pm
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ARE YOU A COMMUNITY OR HEALTH SERVICE PROVIDER OPERATING IN THE PEEL REGION? HELP US IDENTIFY PRIORITY ACTION AREAS TO CREATE POSITIVE CHANGE FOR THE PEOPLE OF PEEL.

REGISTER YOUR PLACE VIA EVENTBRITE TO ATTEND A WORKSHOP AT YOUR PREFERRED LOCATION.

HOSTED BY PEEL COMMUNITY DEVELOPMENT GROUP | PEEL Development Commission | PEEL ALLIANCE | ALL FREE EVENTS REGISTRATION ESSENTIAL

Peel Away the Mask III Community Consultation

The Peel Community Development Group, in conjunction with the Commission, held a series of workshops with community and health service providers to explore the data and themes emerging from consultation and research conducted for the draft Peel Away the Mask (PATM) III Report.

The report seeks to understand how the challenges and opportunities facing the region's communities have evolved since the last PATM report (2012), as well as the context in which health and community service providers are operating. The PATM III Action Plan and PATM III Dashboard are two important new elements of the project and will be released with the final PATM III report.

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, and stakeholder management and fosters strategic relationships. Peel's 2021 election commitments include 6 major projects and 85 small commitments.



Client survey

A client survey was undertaken across March-April 2022 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 eighteenth time, building on a revised survey methodology implemented in 2003-04. A total of 169 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 (86.4%) has decreased marginally compared to the score achieved in 2021 (87.6%). In terms of the key outcome areas, most scores in 2021-22 have increased marginally compared to those obtained in the 2020-21 survey period.

* The 2020 client survey was not conducted due to COVID-19

2019*	84.9%
2021	87.6%
2022	86.4%



Contribution to the economic base (N = 169).

Noted areas for improvement

Feedback from 169 respondents indicated a number of focus areas the Commission may seek to improve in, namely:

- Greater support, funding and resources to be made available in the region
- Assistance with finding/developing staff resources
- Greater assistance for businesses to find investment
- Greater support for clients/stakeholders with/or exposed to COVID-19.

Post budget briefings with the Premier

The Peel Development Commission hosted two post-budget events with Western Australia's Premier and Treasurer Mark McGowan delivering a state budget update to the people of the Peel region. The events were held in October 2021 and May 2022 respectively and were an opportunity for the Peel community to come together to understand the budget implications from a regional perspective and with the COVID-19 pandemic recovery in focus.

Both events were held in Peel and were well attended (average of 135 attendees) by a broad section of the community including business and industry leaders, community service providers, business owners and the general public. Following the Premier's presentation, attendees participated in an interactive Q&A session where the Premier answered questions from the audience about how the Budget will support specific issues and challenges, including job creation and attracting investment in the Peel, cost pressures in the building sector, and environmental protection initiatives.



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 October 2021 scorecard update provides an overview of the achievements and short-term plans of regional stakeholders. Several scorecard achievements have been included in this annual report and hinge on the collaborative approach of our regional leaders and stakeholders in their commitment to 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	2022 Target ¹ (\$000)	2022 Actual (\$000)	Variation ² (\$000)	Explanation of variation
Total cost of services (expense limit) (sourced from Statement of Comprehensive Income)	2,663	2,512	-151	Total cost of services is lower than budget estimates by \$151k mainly due to lower professional services expenditure relating to Water Infrastructure Projects delayed by COVID-19 restrictions.
Net cost of services (sourced from Statement of Comprehensive Income)	2,663	2,506	-157	Net cost of service is lower than the budget estimate by \$157k mainly due to lower professional services expenditure relating to Water Infrastructure Projects delayed by COVID-19 restrictions, offset by other revenue received (\$6k) that was not forecast when setting the 2021-22 budget.
Total equity (sourced from Statement of Financial Position)	530	617	87	The variance in equity is mainly due to the total assets balance finishing the year \$85k higher than forecasted.
Net increase/(decrease) in cash held (sourced from Statement of Cash Flows)	-517	-452	65	The variance of \$65k in cash held for the period is mainly due to lower than anticipated payments (\$224k below forecast) offset by lower than anticipated funds from other state agencies (\$131k below forecast).
Approved salary expense level	225	229	4	Immaterial variance
Agreed borrowing limit (where applicable)			-	

¹ As specified in the Minister approved Section 40 budget estimates.

² The variation is the difference between the Target and Actual for each line item.

Working cash targets	2022 Agreed limit (\$000)	2022 Target ¹ /Actual ² (\$000)	Variation (\$000)	Explanation of variation
Agreed working cash limit (at Budget)	52	52	N/A	N/A
Agreed working cash limit (at Actuals)	42	537	495	Variation is due to brought forward cash balances of which is planned to be spent in 2022–23 financial year.

¹ Target to reflect the Commission's anticipated working cash for the 2022–23 financial year.

² Actual to reflect the actual working cash held at the close of the financial year.

Cash flows

Overall, there has been a decrease in cash of \$452k with cash at bank being \$537k at the end of 30 June 2022.

This decrease is mainly due to \$400k cash at bank utilised for projects including Transform Peel, Workforce capacity, Mandurah CBD revitalisation, Peel Harvey economic analysis and Water infrastructure.

Financial targets (cont.)

Grants — financial support

The following projects have been supported by the Regional Economic Development Grants program in 2021–22.

Amount

Company	Project	(\$) Amount
Caravan King	Constructing a new workshop and expanding service delivery to meet increasing demand in the Caravan and Motorhome sector, creating new local jobs in the process.	160,000
Spinifex Brewery	Expanding production and increasing direct employment with the installation of a canning line to increase its packaged beer sales in the Australian domestic market and export the “Taste of Australia” range.	150,000
Eden Towers Pty Ltd	Establishing a laboratory and commercialisation program at the Food Innovation Precinct Western Australia, supporting an innovative program that aims to establish new product segments in a growing bush food market.	170,000
Smartstream Technology	Increasing production capabilities with the installation of a rotomoulding machine to serve current and future demand for sewer/wastewater and stormwater products, creating sustainable employment and assisting the company's export initiatives.	120,000
Chaff City	Investing in new equipment to semi-automate production processes, resulting in further expansion into the Australian market and enabling the export of its products internationally.	90,000
Hunsa Smallgoods	Purchasing new equipment to increase capacity to service new export contracts, creating new jobs and enhancing the reputation of Peel as a food hub.	90,000

Auditor General Report

Under section 14 of the *Auditor General Act 2006*, the Auditor General has decided to dispense with the audit of Peel Development Commission for the year ended 30 June 2022. As required by the *Auditor General Act 2006*, the Auditor General consulted with the Treasurer prior to making this decision.

Certification of financial statements

For the year ended 30 June 2022

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 2022 and the financial position as at 30 June 2022.

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
22 August 2022



Andrew Ward
Chief Executive Officer
22 August 2022



David Doepel
Chairman of the Board
22 August 2022

Financial Statements

Statement of Comprehensive Income

For the year ended 30 June 2022

	Notes	2022 \$'000	2021 \$'000
COST OF SERVICES			
Expenses			
Employee benefits expense	2.1(a)	282	266
Supplies and services	2.2	2,190	1,921
Depreciation and amortisation expense	4.1, 4.2	1	1
Other expenses	2.2	39	5
Total cost of services		2,512	2,193
 Income			
Other income	3.2	6	22
Total income		6	22
 NET COST OF SERVICES		2,506	2,171
 Income from State Government			
Income from other public sector entities	3.1	395	583
Resources received	3.1	1,657	1,615
Total income from State Government		2,052	2,198
SURPLUS/(DEFICIT) FOR THE PERIOD		(454)	27
 TOTAL COMPREHENSIVE INCOME/(LOSS) FOR THE PERIOD		(454)	27

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

Statement of Financial Position

For the year ended 30 June 2022

	Notes	2022 \$'000	2021 \$'000
ASSETS			
Current Assets			
Cash and cash equivalents	6.1	537	989
Receivables	5.1	25	21
Total Current Assets		<u>562</u>	<u>1,010</u>
Non-Current Assets			
Amounts receivable for services	5.2	134	134
Infrastructure, property, plant and equipment	4.1	-	1
Total Non-Current Assets		<u>134</u>	<u>135</u>
TOTAL ASSETS		<u>696</u>	<u>1,145</u>
LIABILITIES			
Current Liabilities			
Payables	5.3	-	5
Employee related provisions	2.1(b)	40	35
Total Current Liabilities		<u>40</u>	<u>40</u>
Non-Current Liabilities			
Employee related provisions	2.1(b)	41	34
Total Non-Current Liabilities		<u>41</u>	<u>34</u>
TOTAL LIABILITIES		<u>81</u>	<u>74</u>
NET ASSETS		<u>615</u>	<u>1,071</u>
EQUITY			
Contributed equity	8.9	138	138
Accumulated surplus/(deficit)		479	933
TOTAL EQUITY		<u>617</u>	<u>1,071</u>

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 2022

	Notes	Contributed equity \$'000	Accumulated surplus \$'000	Total equity \$'000
Balance at 1 July 2020		138	906	1,044
Surplus/(deficit)		-	27	27
Total comprehensive income for the period		-	27	27
Balance at 30 June 2021		<u>138</u>	<u>933</u>	<u>1,071</u>
Balance at 1 July 2021		138	933	1,071
Surplus/(deficit)		-	(454)	(454)
Total comprehensive income for the period		-	(454)	(454)
Balance at 30 June 2022		<u>138</u>	<u>479</u>	<u>617</u>

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 2022

	Notes	2022 \$'000	2021 \$'000
CASH FLOWS FROM STATE GOVERNMENT			
Funds from other public sector entities		395	583
Net cash provided by State Government		<u>395</u>	<u>583</u>
<i>Utilised as follows:</i>			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee benefits		(275)	(251)
Supplies and services		(535)	(352)
Grants and subsidies		-	-
GST payments on purchases		(49)	(25)
Other payments		(37)	(5)
Receipts			
GST receipts on sales		-	2
GST receipts from taxation authority		43	14
Other receipts		6	100
Net cash used in operating activities		<u>(847)</u>	<u>(517)</u>
Net decrease in cash and cash equivalents		(452)	66
Cash and cash equivalents at the beginning of the period		989	923
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD	6.1	<u>537</u>	<u>989</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 2022

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 22 August 2022.

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**) – Simplified Disclosures
- 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 benefits provisions	2.1(b)
Other expenditure	2.2

2.1. (a) Employee benefits expenses

	2022 \$'000	2021 \$'000
Employee benefits	253	238
Superannuation - defined contribution plans	29	28
Total employee benefits expenses	282	266
Add: AASB 16 Non-monetary benefits	-	-
Net employee benefits	282	266

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

	2022 \$'000	2021 \$'000
Current		
<u>Employee benefits provisions</u>		
Annual leave	39	35
	<u>39</u>	<u>35</u>
Total current employee related provisions	<u>40</u>	<u>35</u>
Non-Current		
<u>Employee benefits provisions</u>		
Long service leave	40	34
	<u>41</u>	<u>34</u>
Total non-current employee related provisions	<u>41</u>	<u>34</u>
Total employee related provisions	<u>81</u>	<u>69</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. 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'.

Notes to the Financial Statements (continued)

	2022 \$'000	2021 \$'000
Employment on cost provision		
Carrying amount at start and end of period	1	1

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. Other expenditure

	2022 \$'000	2021 \$'000
Supplies and services		
Board fees	69	70
Consultants and contractors	452	229
Consumables	4	4
Travel	4	2
Other	4	1
Resources provided free of charge by DPIRD ^(a)	1,657	1,615
Total supplies and services expense	2,190	1,921
Other expenses		
Internal audit fees	-	3
Other expenses	5	2
Total other expenses	39	5
Total other expenditure	2,229	1,926

(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

3.1. Income from State Government

	2022 \$'000	2021 \$'000
Income received from other public sector entities during the period:		
- Department of Primary Industries and Regional Development - operational funding	395	583
Total grants and subsidies	395	583
Resources received from other public sector entities during the period:		
- Services received free of charge ^(a)	1,657	1,615
Total resources received	1,657	1,615
Total income from State Government	2,052	2,198

(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

	2022 \$'000	2021 \$'000
Other sundry income	6	22

Notes to the Financial Statements (continued)

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 2022	Office equipment \$'000	Total \$'000
1 July 2021		
Gross carrying amount	42	42
Accumulated depreciation	(41)	(41)
Carrying amount at start of period	1	1
Depreciation	(1)	(1)
Carrying amount at 30 June 2022	-	-
Gross carrying amount	42	42
Accumulated depreciation	(42)	(42)

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

	2022 \$'000	2021 \$'000
Office equipment	1	1
Total depreciation for the period	1	1

As at 30 June 2022, there were no indications of impairment to property, plant and equipment. All surplus assets at 30 June 2022 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.

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

Year ended 30 June 2022

1 July 2021

Gross carrying amount

Accumulated amortisation

Carrying amount at 30 June 2021

Computer software \$'000	Total \$'000
45	45
(45)	(45)
-	-

Notes to the Financial Statements (continued)

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

	2022 \$'000	2021 \$'000
Computer software	-	-
Total amortisation for the period	-	-

As at 30 June 2022 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

5.1. Receivables

	2022 \$'000	2021 \$'000
Trade receivables	-	-
GST receivable	25	21
Total current receivables	25	21

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)

	2022 \$'000	2021 \$'000
Non-current balance at end of period	134	134

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

	2022 \$'000	2021 \$'000
Trade payables	-	2
Accrued salaries	-	3
Total current payables	-	5

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.

Notes to the Financial Statements (continued)

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

	2022 \$'000	2021 \$'000
Non-restricted cash and cash equivalents	<u>537</u>	<u>989</u>
Total cash and cash equivalents	<u>537</u>	<u>989</u>

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 (2021: None).

7. Financial instruments and Contingencies

	Note
Financial instruments	7.1
Contingent assets and contingent 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:

	2022 \$'000	2021 \$'000
<u>Financial assets</u>		
Cash and cash equivalents	537	989
Financial assets at amortised cost ^(a)	134	134
Total financial assets	671	1,123
<u>Financial liabilities</u>		
Financial liabilities at amortised cost ^(b)	-	5
Total financial liabilities	-	5

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

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

7.2. Contingent assets and liabilities

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

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

There were no contingent assets or liabilities which would affect the Commission at the end of June 2022 (2021: None).

Notes to the Financial Statements (continued)

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
Initial application of Australian Accounting Standards	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. Initial application of Australian Accounting Standards

The following standards are operative for reporting periods ended on or after 30 June 2022:

- *AASB 1060 – General Purpose Financial Statements – Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities*
- *AASB 2020-5 Amendments to Australian Accounting Standards – Insurance Contracts*
- *AASB 2020-7 Amendments to Australian Accounting Standards – Covid-19-Related Rent Concessions: Tier 2 Disclosures*
- *AASB 2021-1 – Amendments to Australian Accounting Standards – Transition to Tier 2: Simplified Disclosures for Not-for-Profit Entities*
- *AASB 2021-3 Amendments to Australian Accounting Standards – Covid-19-Related Rent Concessions beyond 30 June 2021*

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 (\$)	2022	2021
Compensation of members of the accountable authority		
50,001 - 60,000	1	1
10,001 - 20,000	-	1
0 - 10,000	8	5
Compensation of senior officers		
240,001 - 250,000	1	-
230,001 - 240,000	-	1
160,001 - 170,000	-	1
	2022	2021
	\$'000	\$'000
Short-term employee benefits	280	402
Post-employment benefits	27	35
Other long-term benefits	23	39
Total compensation of senior officers	330	476

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:

	2022 \$'000	2021 \$'000
Auditing the accounts, financial statements, controls, and key performance indicators	-	26

8.9. Equity

	2022 \$'000	2021 \$'000
<u>Contributed equity</u>	<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 22.



David Doepel
Chair
22 August 2022



Andrew Ward
Chief Executive Officer
22 August 2022

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

Summary of Key Performance Indicators

Indicators	FY21 Actual	FY22 Target	FY22 Actual	Variation
Effectiveness Indicator <i>Client satisfaction with the contribution to the Region's economic base</i>	88%	85%	86%	1%
Average cost per hour	\$104	\$146	\$122	-\$24

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 169 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	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Target	2021-22 Actual
Client satisfaction with contribution to the region's economic base	85%	n/a*	88%	85%	86%

* 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 (cont.)

Key Efficiency Performance 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	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Target ¹	2021-22 Actual	Variance
Average cost ² per hour	\$71	\$116	\$104	\$146	\$122	-\$24

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

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

Comments

The 2022 actual average cost per hour is below target, mainly due to the total hours worked was 14% above target resulting in the average cost per hour being 16% below target. The increase in total hours worked is due to increased operational demands and management of workplace COVID impacts.

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 2021–22.

Employment and industrial relations

Staff Profile

	As at 30 June 2021	As at 30 June 2022
Full time permanent	5.0	6.0
Part time permanent	3.16	2.83
Full time contract	1.0	1.0
Part time contract	0.0	0.0
Part time casual	0.0	0.0
Total (FTE)	9.16	9.83

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 six 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
David Doepel – Member and Chair	6/6	20/01/2020 – 31/12/2022 29/11/2021 – 30/06/2024
Alan Cransberg – Deputy Chair*	2/2	10/06/2019 – 30/06/2022
Rhys Williams – Member and Deputy Chair	4/6	29/01/2018 – 31/12/2020 31/12/2020 – 31/12/2021 29/11/2021 – 31/12/2024
Michelle Rich – Member	2/2	29/01/2018 – 31/12/2019 01/01/2020 – 31/12/2020 31/12/2020 – 31/12/2021
Michelle Sidebottom – Member	6/6	10/09/2018 – 30/06/2021 01/07/2021 – 30/06/2024
Sue Daley – Member	3/4	01/12/2021 – 31/12/2024
David Bolt – Member	4/4	01/01/2022 – 31/12/2023
Adwoa Abban Dwumfour – Member	4/4	01/01/2022 – 30/06/2023
Andrew Ward – Member	5/6	CEO

* Finished 31/12/21

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	N/A	725*
David Doepel	Stipend & Sitting Fees	12 months	48,140
Alan Cransberg	Stipend & Sitting Fees	6 months	4,700
Rhys Williams	Stipend & Sitting Fees	12 months	5,201
Michelle Rich	Sitting Fees	6 months	1,244
Michelle Sidebottom	Sitting Fees	12 months	3,513
Sue Daley	Sitting Fees	7 months	1,244
David Bolt	Sitting Fees	6 months	1,866
Adwoa Abban Dwumfour	Sitting Fees	6 months	1,866
Andrew Ward	Nil	12 months	0
Peter Cooke [^]	Sitting Fees	12 months	416
Total			68,915

* Final remuneration payment to outgoing Board Chair, finished term 30/06/2021

[^] 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	257.85
	Perth Market Research (Client Survey)	3,675.00
Polling organisations	-	Nil
Direct mail organisations	Mailchimp	1,005.96
	Australia Post	1,047.27
Media advertising organisations	Facebook	Nil
	Initiative Media Australia	1,219.44
Total		7,205.47

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 or reports</i>	<ul style="list-style-type: none"> 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. Ongoing awareness-raising process conducted on the standards. Transactions audited internally as a standard operating procedure. Annual presentation to Board members from the Public Sector Commissioner outlining public sector standards, board ethos and good governance principles.
WA Code of Ethics <i>Nil breach claims or reports</i>	<ul style="list-style-type: none"> 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.
Peel Development Commission Code of Conduct <i>Nil breach claims or reports</i>	<ul style="list-style-type: none"> 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). Code of Conduct is part of all inductions for Board and staff members, and a review is completed annually.

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 was submitted to the State Records Office for review in November 2021. The revised plan was tabled in April 2022 and approved by the State Records Commission on 5th April 2022. In accordance with Section 28 of the *State Records Act 2000*, the Commission's Record Keeping Plan will be reviewed within five years of the approval date and submitted to the State Records Office by April 2027.

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 is now in 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 a workplace Safety and Health Committee that meets quarterly;
- Adoption of DPIRD Hazard/incident reporting procedures; and
- Open access to both grievance resolution procedures and Employee Assistance Program (EAP) services.

The Commission ensures compliance with the injury management requirements of the *Workers Compensation and Injury Management Act 1987* 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	Target 2021-22	Actual 2021-22
Number of fatalities	0	0	0	0	0	0
Lost time injury/disease incidence rate	0	0	0	0	0	0
Lost time injury and/or disease incident rate	0	0	0	0	0	0
Lost time injury and/or disease severity rate	0	0	0	0	0	0
Percentage of injured workers returned to work						
i) within 13 weeks	n/a	n/a	n/a	n/a	n/a	n/a
ii) within 26 weeks	n/a	n/a	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%	Greater than 80%	100%

