



**PEEL** DEVELOPMENT  
COMMISSION

**ANNUAL  
REPORT  
2022-23**





# 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.

**Written by** Bindjareb Traditional Owner George Walley for the Peel Development Commission.



“This painting is a representation of dolphins dreaming. Dolphins represent harmony and balance; they are also a symbol of protection and resurrection.

Being complex animals, dolphins have many different meanings attached to them throughout history, including: peace - playfulness - joy - inner strength - cooperation.”

**Painted by** Noongar Aboriginal Artist, Deborah Newenham.



*boodja (land)*



*gabi (waters)*



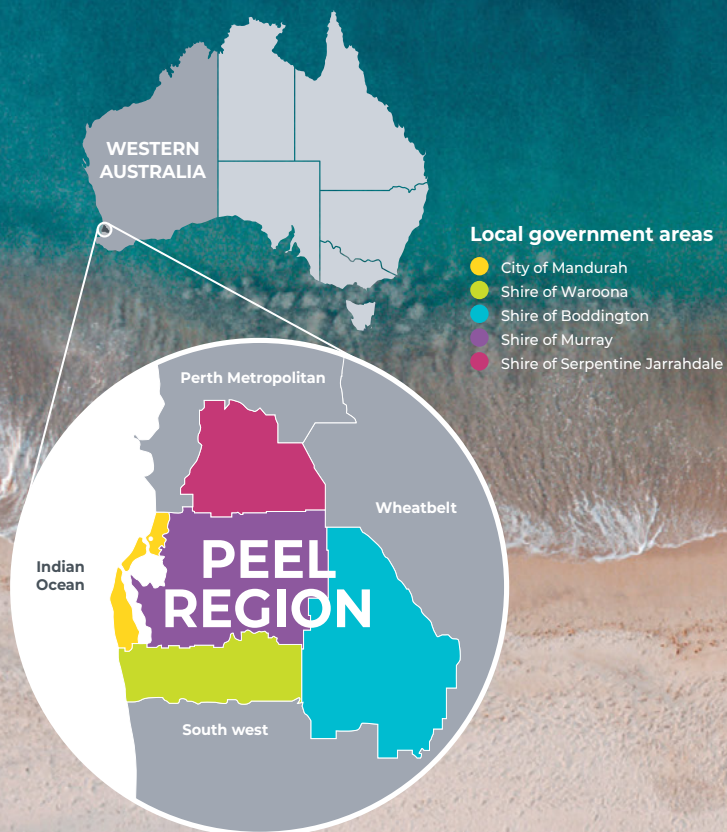
*worl (sky)*



*kaadadjan (knowledge)*



## Our location



COVER Dwaarlindjirraap Bridge, Dwellingup | Department of Biodiversity, Conservation and Attractions (DBCA)

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# Statement of Compliance

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**To the Hon Don Punch MLA**  
Minister for Regional Development;  
Disability Services; Fisheries; Seniors  
and Ageing; Volunteering

In accordance with  
Section 63 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 2023.

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*;
- *Work Health and Safety Act  
2020*;
- *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 2023

**Andrew Ward**  
Chief Executive Officer

September 2023



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# WELCOME TO THE PEEL DEVELOPMENT COMMISSION ANNUAL REPORT 2022-23.

This annual report has been produced for our stakeholders to describe the operational, financial and service performance of Peel Development Commission for the 2022-23 financial year.

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

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



Murray River, North Yunderup



# Overview

## About the Peel Development Commission

### Who we are

The Peel Development Commission is a statutory authority of the Western Australian Government, set up in 1994 under the *Regional Development Commissions Act 1993*. It is one of nine Regional Development 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 WA and Australian Governments, local councils and other organisations to promote the equitable delivery of services in the region.

### How we work

The vision for regional development in Western Australia is:

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

The Regional Development Trust, the body responsible for advising the state government on regional strategy, has formulated five strategic themes for regional development.



The regional development themes are an important mechanism for aligning effort across regions while still allowing for regional prioritisation.

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

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

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

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

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

## Our themes





Our...

## vision

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

## purpose

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

## values

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



### Leadership

We lead by example through our courage, integrity and a vision that inspires and motivates.



### Integrity

We act with openness, honesty and integrity.



### Innovation

We value and learn from the past to build the future, actively seeking opportunities to generate creative and sustainable solutions.



### Collaboration

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



## From the Chair

We welcome the Hon Don Punch MLA as our new Regional Development Minister after Alannah MacTiernan's retirement from Parliament in early 2023. We honour the indefatigable working style of our former minister and eagerly look forward to working with Minister Punch and his staff as he lays out his vision for the portfolio.

Peel's inherent advantages, especially its strong manufacturing industry, mark it as a region positioned for significant economic growth in Western Australia. With projections pointing to a population nearing 444,000 by 2050, creating additional job and training opportunities within the region is crucial to support this growth. Initiatives like the state-of-the-art South Metropolitan TAFE facility in Mandurah, specialised for the region's hospitality and tourism sectors, are significant achievements for the region.

The Food Innovation Precinct Western Australia (FIPWA) at Nambeelup Kaadadjan (Peel Business Park) officially opened in February, marking a pivotal step in Peel's evolution as a leading centre for innovation in the food and beverage sector.

The Commission's Transform Peel initiative aims to support the transition of the Peel economy towards strategic, traded, and export-oriented industries, with a focus on agriculture and food. Over the course of eight years, we worked to enhance these sectors through innovation, investment, and research, with the goal of positioning the Peel as a food precinct. Now, with the official opening of the FIPWA, we have the infrastructure in place to achieve this goal.

The Commission also supported several agrifood industry events and workshops, delving into topics like global food security, innovation in WA's agfood sector (in partnership with CCIWA), consumer biometrics, food safety, new product development, food and beverage marketing, and the exploration of digital agriculture.

Hydrogen's potential for our region is unmistakable. In December 2022, the Perth and Peel Hydrogen Cluster Ltd made notable progress by transitioning to a not-for-profit company.

Looking to the future of tourism, we are fortunate to have a team of expert community stakeholders working to realise a Geopark in the Peel region with the support of Geoparks WA. We are excited to help progress the journey for Peel to become an accredited UNESCO Global Geopark, enabling visitors to engage with the region's beautiful and internationally significant natural attractions in a sustainable manner.

In the same light, the opening of the Dwaarlindjirraap Bridge at Lane Poole Reserve and completing the Dwellingup Adventure Trails project underscores our ambition to establish Dwellingup as a top-tier trails destination.

The Peel Development Commission remains committed to driving change and supporting regional development. As partners and advocates with the communities that are the Peel, we identify and support opportunities, coordinate



across government agencies, promote sustainable growth, and leverage our strategic advantages and foster collaboration for a vibrant and resilient future.

I continue to marvel at the opportunities and enormous potential that is our region. I am also excited by the considerable achievements of the last twelve months. By harnessing our unique strengths and emphasising inclusive growth, we envision a sustainable and dynamic future for Peel. 🌱

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

**David Doepel**  
Chair

## CEO's foreword

As the Peel Development Commission continues to work with key stakeholders to enhance the region's current economic base, we remain committed to our goal of attracting investment to the Peel and advancing our industries and businesses to be diverse and globally competitive.

The Commission allocated \$680,000 in Regional Economic Development (RED) Grants to seven projects. This investment will support business expansion, enhanced production, hospitality, tourism, and training opportunities, benefiting our communities through employment and capacity-building.

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

The Commission will continue supporting stakeholder management of Peel's 2021 election commitments which include six major projects and 87 small commitments. The delivery of these state government projects creates jobs, strengthens our communities, grows tourism, and supports economic diversification in the Peel.

After DevelopmentWA's successful completion of Stage 1 of the Peel Business Park which included the Bushfire Centre of Excellence and renewable energy industrial microgrid, Stage 2 is now underway. With numerous lots sold, the official opening of the Food Innovation Precinct Western Australia, and growing business interest, we look forward to its ongoing positive impact on the Peel region.

The Commission is committed to supporting tourism investment in the region and creating a network of diverse initiatives which attracts more visitors to stay longer and fosters economic growth, job creation and environmental sustainability.

We've had a notable increase in visitor numbers through 2023 with several high-profile events like the Giants of Mandurah, Plein Air

Down Under and the return of the Mandurah Crab Fest increasing the region's profile to audiences across the state, throughout Australia and globally.

State government investment supports trail tourism in Peel, capitalising on our region's unique geological features and diverse ecosystems. Leveraging the Peel tourism infrastructure strategy, the Commission secured state funding for various trail projects. These include improvements at Drakesbrook Weir, shared-use trails in Mandurah, and enhancements at the Thrombolites.

The Commission hosted the inaugural Regional Development Collaboration Workshop here in the Peel region, bringing together practitioners from across the state. This event provided a valuable platform for collaboration and problem-solving in delivering regional development outcomes.

This report illustrates some of this year's significant achievements and milestones from projects and initiatives across the region. These accomplishments underscore 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 advancing 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 handwritten signature in blue ink, appearing to read 'Andrew Ward'.

**Andrew Ward**  
Chief Executive Officer





Kwillena Gabi Pool, Mandurah



# 2022–23 snapshot



## Grants awarded

Managed 83 grants and committed \$680,000 through the Regional Economic Development (RED) Grants program.

➔ For more see pages 12–14



## Local business and industry advancement

Workshops, industry forums and information sessions delivered across the region.

➔ For more see pages 28–29, 31, 33



## Transform Peel

- Peel Business Park – Nambeelup Kaadadjan (Stage 2): Presold 7 of 11 available lots.
- Food Innovation Precinct Western Australia – Mereny Bidi Boodja (FIPWA) officially opens.

➔ For more see page 27



## East Keralup

\$28.61m project creating 24 construction jobs and supporting 36 positions.

➔ For more see page 28



## Agri-innovation and engagement

- Supporting agrifood industry events.
- Building capacity in Peel's agritourism and agrifood sectors.

➔ For more see page 31





## Visitor numbers in Peel

Day trips to the region saw a significant increase of 24.18%.

➔ For more see pages 34, 36



## Peel regional trails

\$8m Australian Government investment.

➔ For more see page 36



## Discovering Peel innovators

Funded local participation in Curtin Ignition program.

➔ For more see page 39



## New South Metropolitan TAFE campus opens in Mandurah

\$16.9m training hub for hospitality and tourism.

➔ For more see page 41



## Regional WA Data Hub launched

Comprehensive platform for regional Western Australia data and insights.

➔ For more see page 47



## Grants and funding

### Peel Regional Economic Development Grants

The Regional Economic Development (RED) Grants program is a \$50.85 million over nine years (2018–19 to 2026–27) state government initiative driving economic development in regional Western Australia. Funding is available for locally-driven projects stimulating investment, job creation, productivity, skills development, and economic diversification.

RED Grants are delivered locally by the state’s nine Regional Development Commissions, with support from the Department of Primary Industries and Regional Development.

The successful Peel region recipients of Round 5 were announced on 2 December 2022 by former Regional Development Minister, Alannah MacTiernan MLC and Member for Murray-Wellington, Robyn Clarke MLA at the Edenvale Heritage Precinct in Pinjarra. Seven projects shared in \$680,000 grant funding, with the state government investing in the manufacturing, hospitality, tourism, and training industries in the region.

Through the previous five rounds of RED Grants, \$3,594,072 in funding was approved to support 35 projects in the Peel region that have created real economic impact and employment opportunities.



The PDC team was pleased to collaborate with the local community during the fifth funding round. Through hosting information sessions across the region, fielding queries at our office, and meeting with potential applicants, we aimed to help identify opportunities for growth and expansion in Peel, using the financial support offered by RED Grants.



# Recipient summary

## 1. Shift Engineering

**\$200,000**

Shift Engineering will use its \$200,000 grant to expand and diversify its facilities in Waroona by purchasing a CNC press brake machine to increase metal bending capability in the region, creating jobs and apprenticeship opportunities.

## 2. Coolibah Care

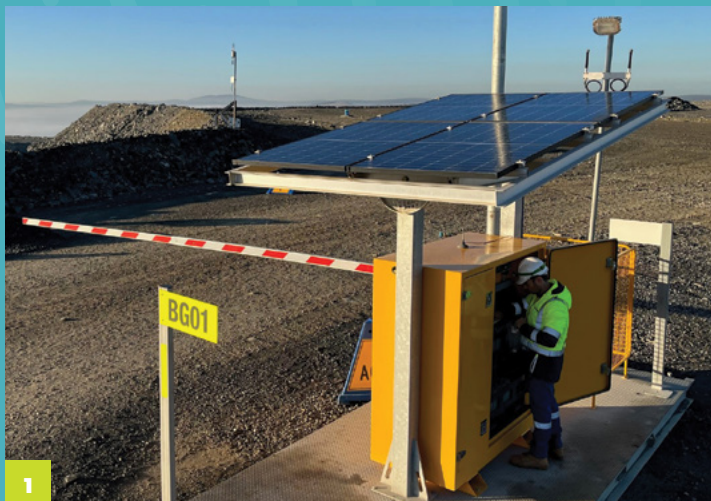
**\$100,000**

Coolibah Care received \$100,000 to redevelop its existing training space into a modern training hub for aged care industry workers. The redevelopment will enable both practical and online learning and provide staff and students with a suitable environment to further enhance their skills and knowledge.

## 3. Boundary Island Brewery

**\$100,000**

Boundary Island Brewery at Mandurah Quay Resort received \$100,000 to expand its facilities and purchase equipment to increase production, reach the wholesale market and cater to external functions and events.



1



2



3



#### 4. The Exchange Hotel

**\$100,000**

The Exchange Hotel received \$100,000 to fit out the central kitchen and bar area as part of a major redevelopment of this historic landmark on the main street in Pinjarra.

#### 5. Jacaranda Hill Farm

**\$80,000**

Jacaranda Hill Farm will use \$80,000 to construct a sustainable off-grid farm stay cabin providing visitors with a unique agritourism experience.

#### 6. Dwellingup Adventures

**\$60,000**

Dwellingup Adventures will use \$60,000 to construct and operate a bike/watercraft hire facility and kiosk at the Dwaarlindjirraap (Baden Powell) recreation area at Lane Poole Reserve.

#### 7. Oakford Equestrian Centre

**\$40,000**

Oakford Equestrian Centre will use its \$40,000 grant to build 20 new training jumps, expanding and improving the facilities for equestrian training in the Peel region.





# Case study: Cays Engineering

**Cays Engineering was one of six recipients from the first round of Regional Economic Development (RED) Grants in 2018–19.**

The funding of \$95,000 enabled the company to build and fit out an in-house paint yard and blast room for fabricated products such as chutes and impact plates, primarily for the mining industry. Previously, Cays transported products offsite for this stage of the manufacturing process.

## Jobs creation

The project has benefited the wider community and industry by increasing employment, skills, and local capability.

The RED Grant directly supported the creation of 5–10 additional positions, with the roles mostly filled by locals. Some of these roles were created as junior positions, with upskilling and industry exposure opening doors to a new career pathway. Cays also doubled their apprenticeships from 6 to 12 positions.

## Expanding industry

Finance Director Teresa Twining said the greatest impact of the grant is the support to expand the business and gain recognition from key customers.

“Rio Tinto is Cays Engineering’s major mining customer and the new paint yard facility gave us the chance to renew our contract with them enabling the

business to expand, recruit more people, be more self-sufficient and be noticed as a significant supplier to the mining industry,” said Ms Twining.

## Local Content

A key factor in assessing RED Grant applications is a project’s benefit to the broader Peel economy and other businesses in the supply chain. Several local businesses and contractors collaborated with Cays Engineering on this project to source and supply parts and consumables and recruit workers using local labour hire companies.

The grant has also enabled the business to invest money back into the local economy, with plans to build another workshop within the complex to house all the currently exposed mining equipment.

The Peel Development Commission is pleased to see the RED Grant providing opportunities for Cays Engineering to expand and diversify their business, offer skills development for local people, and provide supply chain opportunities for local businesses.

## RED objectives

Creating sustainable jobs

**5–10**

additional FTEs

Expanding or diversifying industry

**300%**

increase in business for mining/ maintenance

Increasing productivity

Turnaround time for blasting and painting reduced to less than 2 days, alongside a reduction in transport costs

Promoting local content

**>10%**

purchase increase of consumables from local suppliers

Developing skills or capabilities

**6**

additional apprenticeships (now 12 in total)

**3**

trades assistants trained in painting and blasting







Salt and Bush Eco Tours, Yalgorup National Park



# Our people

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## Our Minister



### **Hon Donald (Don) Punch MLA**

**Minister for Regional Development; Disability Services; Fisheries; Seniors and Ageing; Volunteering**

The Peel Development Commission reports to the Hon Don Punch MLA, Minister for Regional Development; Disability Services; Fisheries; Seniors and Ageing; Volunteering. 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.



### **Hon Alannah MacTiernan MLC**

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

The Peel Development Commission reported to the former Minister for Regional Development; Agriculture and Food; Hydrogen Industry, the Hon Alannah MacTiernan MLC, during the 2022–23 reporting period. She served in this role from 19 March 2021 to 14 December 2022 and officially resigned from Parliament effective 10 February 2023.

## Our Board

Peel Development Commission is managed by a board of six regional representatives comprising local government, community and ministerial nominees. The Chief Executive Officer is also a member of the Board.

Peel Development  
Commission Board

Chair  
**David Doepel**

Board members

**Rhys Williams**  
**Cr David Bolt**  
**Michelle Sidebottom**  
**Sue Daley**  
**Adwoa Abban Dwumfour**  
**Andrew Ward**

Marrinup Falls Walk Trail, Dwellingup

### 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 over 40 years of experience as an innovator and entrepreneur and has held senior positions in industry, academia, and government in both 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 part of the management team for Food Science Research Strategy at 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. He is also the first author of The Murdoch Third Commission on Africa. Mr Doepel holds degrees from Murdoch University, the Melbourne College of Divinity, and Boston University.



**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)



**Cr David Bolt**  
**Local Government  
Representative**

1st Term: 01/01/22 – 31/12/23



**Michelle Sidebottom**  
**Community  
Representative**

1st Term: 10/09/18 – 30/06/21  
2nd Term: 01/07/21 – 30/06/24



In October 2021, Mayor Rhys Williams was convincingly re-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 at 17, and worked on projects in over 100 communities across Australia and abroad. In recognition of his work, Rhys was awarded the Young West Australian of the Year in 2015.

Rhys serves as a board director for both the South Metropolitan TAFE and the Peel Development Commission. He has previously served as the Chairman of the Mandurah Performing Arts Centre and several non-profit organisations. He is currently completing a Masters in Development Studies at Murdoch University.

David was elected Shire of Murray President in October 2017 and appointed to the PDC Board in 2021. He is also Chair of the Rivers Regional Council and Pinjarra Senior High School.

David's extensive career in the information and communications technology sector sets him apart as a strategic and innovative leader, adept at leveraging transformative technologies and concepts to drive business success. His experience spans executive management and board positions at top-tier international and publicly traded Australian corporations, where he has delivered cutting-edge IT products and tech-centric consulting services to governments and businesses across the spectrum.

David is married with two adult children and lives in the beautiful and fast-growing Peel region of Western Australia.

Michelle Sidebottom's professional experience spans from local to major state-wide business and workforce developmental projects. She has worked with the private sector, non-profits, peak industry associations, and local, state and Australian government agencies, designing, developing, and implementing key initiatives.

A graduate of Harvard University's 'Harvard Kennedy School – Leading Economic Growth Executive Program', Michelle is the Director of Breakaway Tourism Pty Ltd and Avocet Island Pty Ltd. Her key roles include facility management of hospitality and tourism properties in Mandurah, Rockingham, and Geraldton. Michelle also handles project management and Aboriginal tourism development services, alongside offering consultancy in sectors such as tourism, hospitality, accommodation, recreation, business, and workforce development.

In addition, Michelle serves as Deputy Chair of Coolibah Care Inc and Chair of the Hospitality Industry Advisory Group at South Metropolitan TAFE's Peel Campus.

Our Board (cont.)

**Sue Daley**

Community  
Representative

1st Term: 01/12/21 – 31/12/24



**Adwoa Abban  
Dwumfour**

Ministerial  
Representative

1st Term: 01/01/22 – 30/06/23



**Andrew Ward**

Chief Executive Officer



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, a company specialising in renovations and alternative construction methods. She has also 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 in her previous role as Mandurah/Murray Chapter Leader for Business Women Australia.

Adwoa is the Managing Principal Consultant, Director, and Owner of Quantum Phases Consortium Pty Ltd, an independent Quantity Surveying and Construction Cost Consultancy firm based in Perth.

Adwoa has over 20 years of expertise in multiple sectors including building, construction, engineering, infrastructure, mining and metals, oil and gas, LNG capital-intensive infrastructure projects, power, and petrochemical.

Adwoa provides valuable consultancy to various entities, including government agencies, developers, contractors, and legal counsel, to manage their project costs and quantum claims.

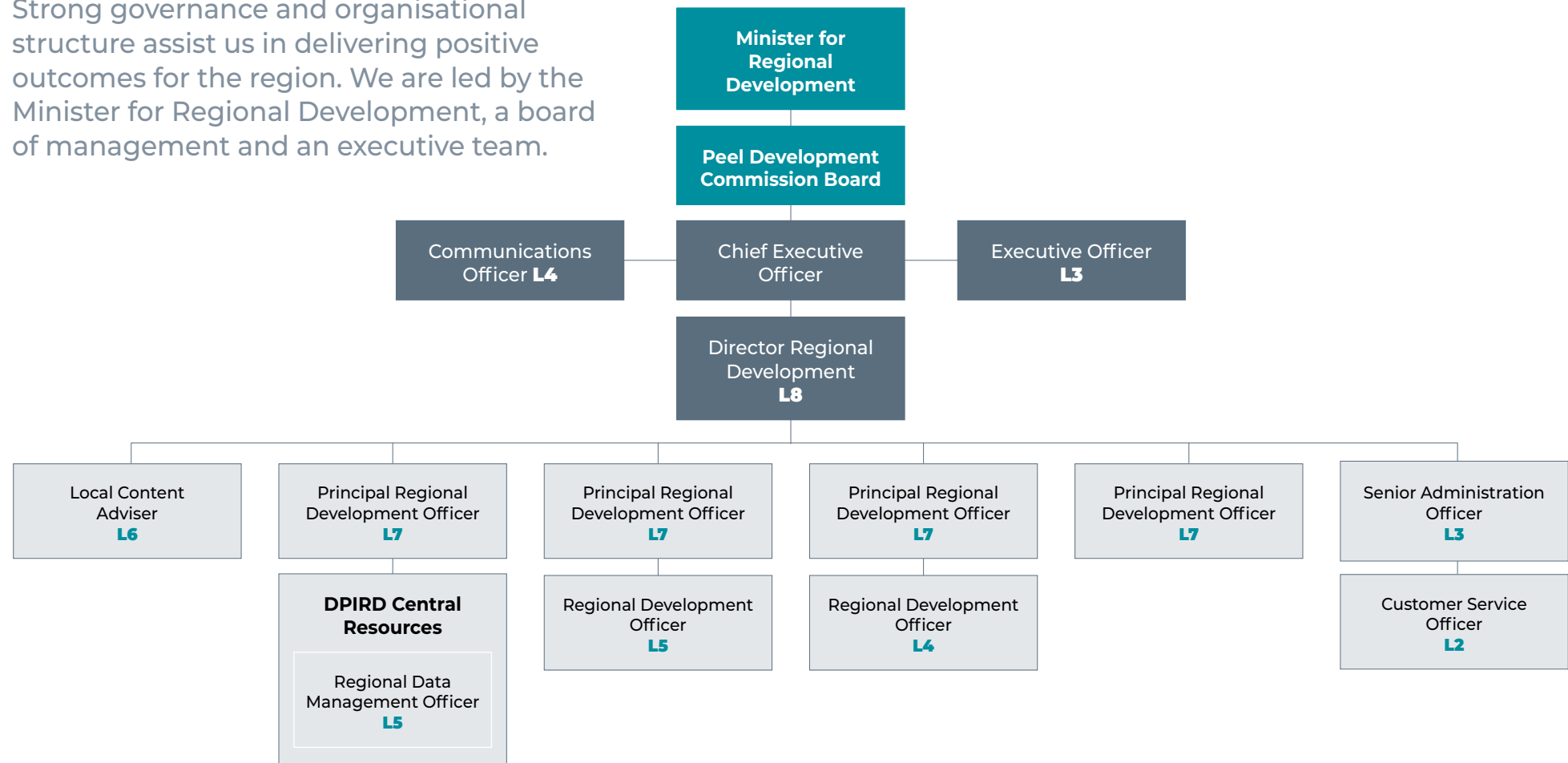
She is currently pursuing a PhD in Construction Management, focusing on project cost management, and forensic analysis of quantum claims in disputes. Adwoa also serves on the All Saints College Board and Audit & Risk Committee for the PDC, contributing significantly to the industry.

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's desired outcome of delivering stronger regional economies is monitored by an effectiveness indicator.

#### Desired outcome

**Development of the economic base 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 resources available to the Commission are supplied by DPIRD, including all staff except the Chief Executive Officer.

The Commission works in partnership with DevelopmentWA, DPIRD and the Department of Water and Environmental Regulation (DWER) 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. 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 works closely with other state government agencies, as well as Australian government agencies and 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 government's 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

Drakesbrook Weir, Waroona





Serpentine National Park

## 1.0 THRIVING INDUSTRY



## 2.0 AGRICULTURE & FOOD INNOVATION



### 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 *2022–23 Annual Report* reflects the Commission's objectives as outlined in the *2020–22 Strategic Plan*. The *2023–25 Strategic Plan* was approved in December 2022.

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

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

- 1.1 New and expanded market opportunities
- 1.2 Integrated network of prosperous regional towns with a regional city hub
- 1.3 Encourage the expansion of the Peel equine industry
- 1.4 Establish stakeholder alliances to support strategies and initiatives
- 1.5 Support increased Indigenous participation in Peel's economy
- 1.6 Support regional initiatives to grow small and medium enterprises

See page 26

### 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 agrifood opportunities

See page 30





### 3.0 TOURISM EXCELLENCE



### 4.0 CAPABLE PEOPLE



### 5.0 STRONG & RESILIENT COMMUNITIES



### 6.0 ORGANISATIONAL 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 34

**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 38

**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 42

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

See page 46



# 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 strives to diversify our local economy and attract investment into the region. Our role includes supporting existing initiatives and aiding in the successful implementation of new projects, all aimed at promoting the region's economic prosperity.

Our objectives are multifaceted. We aim to identify and expand market opportunities both locally and internationally, enhance business capabilities for market expansion, attract investments for critical infrastructure development, and maximise regional business participation in local contracting opportunities.



**Throughout the reporting period, the Peel Development Commission has fulfilled a facilitation, advocacy, or funding role in the following project achievements:**

#### **Transform Peel**

- **Peel Business Park – Nambeelup Kaadadjan**
  - Stage 1: All 10 lots were sold prior to this reporting period.
  - As of May 2023, DevelopmentWA presold 7

of the 11 available lots in the 5.5 ha Stage 2 release. Wormall Civil, a local Peel-based civil contractor, is undertaking the civil construction works for Stage 2.

- The Shire of Murray completed the construction of the **Food Innovation Precinct Western Australia** (FIPWA)'s Innovation Centre, Research and Development, and Production buildings and officially opened the facilities with key partners on 24 February 2023.

#### **Transform Mandurah**

- 'Transform Mandurah Economic Opportunities Report' released in June 2022 identified eight opportunities to help transform Mandurah's economy.
- Multi-criteria analysis was completed in the reporting period to determine priority projects.
- 'Aged Care Workforce Training Centre of Excellence' needs analysis and feasibility study has commenced with further projects to progress next year.





The Commission sponsored and facilitated pre-conference Study Tours at the 2022 Planning Institute of Australia *Connections* WA state conference held in Mandurah. Delegates explored the Peel Business Park's ongoing development, the Mandurah Waterfront Project, and heard from key industry figures, emphasising the region's transformative projects and potential.

## Other achievements

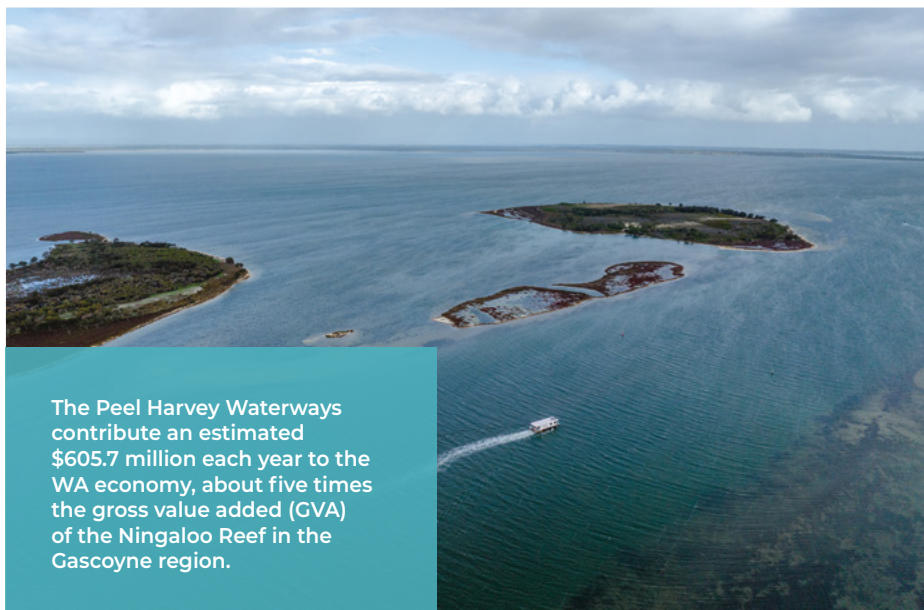
- In December 2022, the Commission-backed **Perth and Peel Hydrogen Cluster Ltd** achieved a significant milestone, becoming a not-for-profit company limited by guarantee.
- Works for the **METRONET Byford Rail Extension** are underway, connecting Byford to Perth CBD in 42 minutes and enhancing transport in Byford and the wider Serpentine Jarrahdale area upon completion.
- The **Mandurah Waterfront Project** saw the completion of the Koolaanga Waabiny Playground on the Western Foreshore. Upgrades to the reserve area adjacent to Kwillena Gabi Pool in the Eastern Foreshore South Precinct are set to continue during 2023.
- The Shire of Serpentine Jarrahdale hosted a half-day Landowners Engagement Forum on the future development of **West Mundijong Industrial Area**, featuring presentations from the Shire, PDC, and Westport to foster dialogue between landowners and stakeholders.
- In partnership with UWA undergraduate students, the Commission compiled the **Peel Industrial Land Infrastructure Capability** folio, detailing the respective infrastructure capabilities and regulatory constraints of the region's industrial land precincts.
- The Commission hosted the **Workforce Options for Industry Forum** with speakers from the Department of Home Affairs, Training and Workforce Development, South Metropolitan TAFE, and the PALM program sharing insights on workforce attraction strategies, addressing shortages, and regional visa pathways.

## East Keralup activation

The Commission, in collaboration with DevelopmentWA and other state government agencies, the Shire of Murray, and private sector proponents, has advanced job creation and economic diversification in East Keralup. Key milestones include the Shire of Murray's completion of a new access road, and joint State/Australian Government funding of \$5.75m to C-Wise Holdings Pty Ltd for a new organic carbon recycling facility. This \$28.61m project will create 24 construction jobs and support 36 ongoing positions.







The Peel Harvy Waterways contribute an estimated \$605.7 million each year to the WA economy, about five times the gross value added (GVA) of the Ningaloo Reef in the Gascoyne region.

## Economic Evaluation of the Peel Harvy Waterways

The report prepared by Urbis for the Peel Development Commission and Peel-Harvy Catchment Council outlines the waterways' ongoing contributions to both the economy and the environment, and the vital role of their maintenance for the Peel region and broader WA economy.

## Local Content Program

The Commission both hosted and supported events aimed at building the capacity of local businesses to engage in government procurement. These included tender writing workshops, Aboriginal business development workshops, and provision of one-on-one assistance.



1. Mandurah Biz Fest 23
2. Mandjoogoordap Business Builder
3. WOTSO Mandurah grand opening



# 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.



CCIWA Food Security Roundtable

**Throughout the reporting period, the Peel Development Commission has fulfilled a facilitation, advocacy, or funding role in the following project achievements:**

#### **Agricultural Innovation and Engagement**

- Facilitated the completion of four agri-industry engagement events for the Peel region and Western Australia in collaboration with the Chamber of Commerce and Industry WA (CCIWA).

- Supported agrifood industry events delivered from the FIPWA, addressing themes such as consumer biometrics and food and beverage marketing, and demystifying digital agriculture, in collaboration with NBN and Murdoch University.







Trialling plant-based protein at FIPWA

## Other achievements

- Collaboration with Shire of Murray, Life3 Biotech, Curtin University, and Whole Green Foods to drive mid-stream **plant-based protein processing trials** in partnership with FIPWA, focusing on determining feasibility and assessing the opportunity for the Peel to play a role in this sector.
- Supporting the Peel Regional Development Alliance, alliance members and other regional stakeholders to establish a **water demand and supply strategy** for the region.
- Sponsored the **SJ Food and Farm Fest**, the Shire of Serpentine Jarrahdale's premier agricultural event, for both November 2022 and April 2023. (Note: The April 2023 event was cancelled due to adverse weather.)



SJ Food and Farm Fest





## Native Seed Initiative

Regional Development Officers from the Commission attended the state government's Native Seed and Nursery Industry Forum and supported Winjan Aboriginal Corporation's successful application to the Native Seed and Nursery Development grant program. The Commission helped secure \$45,500 to undertake a feasibility study for a Winjan operated native seed and nursery on Bindjareb Country, aiming to build Winjan's skills and capacity in this sector.



## Agritourism Workshop

The Commission delivered an Agritourism Capacity Building workshop to over 50 Peel rural landowners and farmers at the FIPWA. The workshop was facilitated by John Stanley Associates and focused on key topics such as market opportunities, insurance and liability constraints, and strategies to diversify farming operations. A panel of industry speakers helped guide participants on planning and delivering enticing agritourism products or services.



# 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.**



### Giants of Mandurah — by Danish artist Thomas Dambo

The 'Giants of Mandurah' is a free outdoor walking trail exhibition aiming to offer an inclusive and accessible experience for all visitors. The exhibition has proven to be hugely popular, leading to a significant surge in visitors to the Mandurah Visitor Centre. The Centre registered a 307% increase year-over-year, with numbers rising from 34,068 in 2021–22 to 138,674 in 2022–23. The state government supports this project through Tourism WA's Regional Events Program, the Department of Local Government, Sport and Cultural Industries, and Lotterywest.



**PEEL**



Our primary objectives in the Peel region are to provide diverse experiences that attract and retain visitors, capitalise on our unique landscapes for nature-based tourism, and connect adventures that showcase the area's rich biodiversity.

While international visitation is recovering, it remains behind pre-COVID levels, with rising costs also impacting tourism businesses. In response to these challenges, we've facilitated projects to enhance infrastructure and promote longer visits, advancing key initiatives this year through business case support, feasibility studies, and grant assistance.



Peel Aspiring Geopark Working Group



Plein Air Down Under

**Throughout the reporting period, the Peel Development Commission has fulfilled a facilitation, advocacy, or funding role in the following project achievements:**

- The **Peel Aspiring Geopark** project was formalised as a not-for-profit alliance, in collaboration with Geoparks WA. The project includes the development of the Peel Geotrail, set to be in operation late 2023 as a pioneering step toward creating a Geopark that will highlight the Peel region's attractions on both national and international stages.
- With \$40,000 in funding support, the Commission and the Shire of

Serpentine Jarrahdale completed the **Jarrahdale Tourism Development** study and business case, targeting multi-use tourism accommodation to leverage the area's trails tourism and timber milling heritage.

- Collaborated with Visit Mandurah on the **Peel Tourism Accommodation Study** to investigate the future potential for tourist resort park development or alternative accommodation options in Mandurah and the Peel region.
- Supported the Shire of Murray and Hotham Valley Tourist Railway (HVTR) in developing the **Hotham Valley Tourist Railway Strategy and Business Plan** to

optimise tourism and economic benefits through iconic steam trains and expanded offerings. Completion is due late 2023.

- Sponsored the 2022 **Plein Air Down Under** event, drawing nearly 200 artists from local to international backgrounds and attracting crowds to the Peel region over the September long weekend.
- The Mandurah Visitor Centre became WA's first to join the Hidden Disability Sunflower scheme, enhancing service for guests with non-visible disabilities. Staff received special training and display supportive Sunflower badges, lanyards, and materials.



## Trails Development

- Supported the City of Mandurah in conducting a feasibility study for the **Round The Estuary Trail**, assessing the development of an 80km+ mixed-use trail around the Peel-Harvey Estuary, including site assessment and cost/benefit analysis.
- Progress continues on **Dwellingup Adventure Trails** and **Boddington mountain bike trail** projects, promoting connected tourism adventures across the region.
- Appointed as grantee to manage and coordinate the \$8m Australian Government investment in **Peel Regional Trails** over three years, commencing in early 2024.

In the past year, the Dwellingup Trails and Visitor Centre saw a 23% rise in visitation and enquiries, marking a 389% increase since its September 2020 opening.



## State election commitments — Trails

- \$2m committed for:
  - Drakesbrook Weir upgrades completed:** including power, shade, seating, BBQs, lighting, and toilet block enhancements, with plans for a nature play park by early 2024.
  - Paddle trail upgrades** at Novara Foreshore and Dawesville in the City of Mandurah are complete, with a new launch nearing completion at Riverside Gardens. A new cycle trail is underway at Halls Head and Thrombolites site enhancements are planned.
- In partnership with DBCA, the City of Mandurah is nearing completion of a Concept Plan for the \$2m **Yalgorup National Park Eco-Tourism Destination Development**, following an Aboriginal Cultural Heritage Survey, to provide an access road, recreational facilities, and eco-tourism accommodation.





Concept image: Wagyl's Noorook Boardwalk

## Thrombolites (Wagyl's Noorook) Opportunities Study

Backed by funding from the Commission and Visit Mandurah, the Wagyl's Noorook Thrombolites study outlines an innovative visitor experience. With plans for a boardwalk upgrade, interactive visitor hub, carpark improvements, and after-dark experiences, this project emphasises environmental value and Bindjareb cultural connections, seeking around \$4.3 million in funding.



## Dwaarlindjirraap Bridge at Lane Poole Reserve in Dwellingup

The bridge officially opened in June 2023 — a key addition to the [Dwellingup Adventure Trails project](#). Backed by funding from the WA Government, the Shire of Murray, and the Australian Government's Building Better Regions Fund, the project includes extensive trail networks and amenities.



For the **Shire of Boddington**, key initiatives include business cases for the Caravan Park extension and Town Centre Revitalisation, aiming to enhance regional tourism and secure future project funding. The Caravan Park project demonstrates a favourable Net Present Value (NPV), with every dollar spent generating a \$2.24 economic impact during construction, equating to \$8.1m. The Town Centre shows a positive NPV with a Benefit-Cost Ratio (BCR) between 2 and 3, underscoring the project's significant value.

## Western Australia's Top Tourism Town

Mandurah has been recognised as Western Australia's Top Tourism Town for the second year in a row, and Dwellingup has been named WA's Top Tiny Tourism Town for 2023, reflecting the potential and attractiveness of these destinations in the region.



# 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.

Throughout the reporting period, the Peel Development Commission has fulfilled a facilitation, advocacy, or funding role in the following project achievements:

- Supported UWA's McCusker Centre for Citizenship's internship program, with three successful internships completed in the Peel region.

The Commission hosted a UWA intern to support the marketing function for the Perth & Peel Hydrogen Cluster project.

- Sponsored a fully-funded spot in Curtin University's Ignition program for early-stage, high-growth ventures. The 2022 recipient, Raechelle Bidesi of Mandurah Health, is developing Heal Domain, a digital provider for chronic pain management.

- Supported the expansion of the Innovation Design Entrepreneurship Academy (IDEA) into the Peel region, offering an alternative educational path for students aged 15 and above. Students are expected to commence the program at the FIPWA in February 2024.



2022 Curtin Ignition program



## Other achievements

- The **Peel Capability Collaborative**, a group formed with representatives from industry, education, and employment services, supports the delivery of the Commission's objectives for the **People of Peel: Human Capital Roadmap**. Key initiatives include hosting career expos, facilitating the Year 9 TAFE Career Taster Program, and implementing Job Ready short course programs at the Mandurah TAFE campus.
- Sponsored Karrie-Anne Kearing of Bindjareb Park to attend the 2023 **World Indigenous Tourism Summit**, allowing her to network and gain insights into developing authentic cultural tourism experiences for her business.
- Sponsored the Medium Business Category at the Peel Chamber of Commerce and Industry's **Alcoa Peel Business Excellence Awards**, celebrating and supporting the achievements of Peel's local businesses and people.



World Indigenous Tourism Summit



Alcoa Peel Business Excellence Awards

## 2023 Serpentine Jarrahdale Career and Enterprise Expo

Designed to connect the community with local employers and showcase career pathways, the inaugural expo attracted over 1,400 students, 500 community members, and 32 educators over two days. Day 1 focused on students with workshops, career advice, and networking, while Day 2 was open to the public. In all, 55 exhibitors from various sectors engaged with job seekers and talent.







### Hospitality and Tourism Training Centre completed

South Metropolitan TAFE's \$16.9m state-of-the-art [training facility](#) in Mandurah is now delivering specialised courses for the Peel region's hospitality and tourism industries. Aspiring chefs, baristas, front-of-house staff, and event managers can now access practical, on-the-job training in commercial cookery, tourism, and event management, utilising modern facilities and equipment including at the live and interactive environment of the [Saltbush Training Restaurant](#). The facility, opened in June 2023 by WA Premier Hon Roger Cook MLA, is a significant achievement for the region.



# 5.0

## Strong and resilient communities

*Our goal*

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





The Peel Development Commission recognises the importance of addressing the needs of a growing population especially in areas such as health, education, sport, recreation, arts, entertainment, and culture.

Facilitating partnerships with the state government for best practice decision-making in social services and collaborating with stakeholders on long-term integrated plans are our key objectives. To achieve these objectives, we actively support a range of initiatives that contribute to creating strong communities that attract and engage people and promote a sense of place.



Peel Away the Mask III launch

**Throughout the reporting period, the Peel Development Commission has fulfilled a facilitation, advocacy, or funding role in the following project achievements:**

- The **“Peel Away the Mask III”** report launched as the latest in a series examining the Peel region’s socioeconomic conditions. The study is accompanied by an action plan which underscores potential solutions to address and improve these challenges for the region’s future.
- The **Dwellingup Futures** Implementation Advisory Committee, a stakeholder group chaired by the Commission, continues to oversee the implementation of the *Dwellingup Futures Roadmap 2021–2036 and Beyond*.
- Supporting stakeholder engagement for the **Peel Mental**



Dwellingup Futures Roadmap

- The **Health Taskforce**. Formed in 2021, the taskforce aims to ensure a coordinated “no wrong door” approach for young people seeking mental health support.
- The **Bindjareb District Leadership Group**, consisting of representatives from state and local government as well as Aboriginal representatives, was established with the aim of enhancing the quality of life for all Peel residents.





## Waroona Community Precinct

Construction of the Waroona Community Precinct is in progress, set to officially open in late 2023. This vibrant hub will offer play areas, shaded picnic spots, open spaces, and a unique Noongar six seasons garden. This year saw an additional \$2.42m secured, bringing the total state funding for the project to \$3.72m.

## Community Centre

Ravenswood's new Community Centre, a 200m<sup>2</sup> hub with clubrooms, a kitchen, and outdoor play areas, will cater to the growing local community in the Shire of Murray, with \$1.3 million funding from the state government.









# 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.

## Project Summary

- The **Regional WA Data Hub**, developed for all Regional Development Commissions, has been launched and is now live for both public and internal access, facilitating evidence-based funding decisions.
- The Peel Development Commission received the Gold Award for excellence in annual reporting at the W.S. Lonnie Awards for the **2021–22 Annual Report** in Category 1 (Agencies with <100 FTEs). The award recognises the importance of accountability and transparency in the public sector.



State Budget Breakfast

- The Commission published its **Strategic Plan 2023–2025**, outlining the range of strategies and initiatives that will be progressed over the next three years.
- The Commission held the **State Budget Breakfast** on 12 May 2023 at Yunderup Sport and Recreation Club. Hosted by Robyn Clarke MLA, the event featured the Hon David Templeman MLA discussing the 2023–24 budget implications for the Peel region.



- Published in June 2023, the **Peel Regional Investment Blueprint Scorecard** provides an overview of regional stakeholders' achievements and plans, based on the Commission's annual Regional Investment Framework assessment which analyses data against agreed measures.





## Working for our regions

The Peel Development Commission hosted the first **Regional Development Collaboration Workshop** with over 70 practitioners from WA's nine Regional Development Commissions and the Department of Primary Industries and Regional Development (DPIRD). The event underscored the role of regional development in the state's prosperity, emphasising the shared goal of achieving a strong and prosperous regional economy that supports sustainable, vibrant, and liveable communities in regional Western Australia.



Minister Hon Don Punch MLA attends PDC Board meeting in the Shire of Serpentine Jarrahdale

## Regional stakeholders convene for Peel workshop

The Commission hosted the **Peel Regional Investment Blueprint Workshop**, bringing together regional stakeholders from various sectors. Following this consultation, the Commission launched the "**Peel Regional Investment Blueprint 5-Year Snapshot (2023)**", which outlines the region's upcoming priorities and assesses the achievements of the past five years against the Blueprint.



## Stakeholder client survey

An **independent client survey** highlighted increased recognition of the Commission's positive impact on Peel's economic base and marginal improvement in strategy effectiveness. Feedback from our stakeholders also provided insights for improvement in achieving our key objectives.

Peel Development Commission's contribution to the economic base (N=103)



2021 87.6% 2022 86.4% 2023 97.0%



# Financials

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Waroona Dam



# Financial targets summary

## 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	2023 Target <sup>1</sup> (\$000)	2023 Actual (\$000)	Variation <sup>2</sup> (\$000)	Explanation of variation
Total cost of services (expense limit) (sourced from Statement of Comprehensive Income)	2,412	2,588	176	Total cost of service is higher than budget due to additional employee costs.
Net cost of services (sourced from Statement of Comprehensive Income)	2,412	2,588	176	Total cost of service is higher than budget due to additional employee costs.
Total equity (sourced from Statement of Financial Position)	224	655	431	Increase in equity aligned with the improved cash position.
Approved salary expense level	226	259	33	Small variance due to leave coverage and leave provisions.
Agreed borrowing limit (where applicable)	-	-	-	

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

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

Working cash targets	2023 Agreed limit (\$000)	2023 Target <sup>1</sup> /Actual <sup>2</sup> (\$000)	Variation (\$000)	Explanation of variation
Agreed working cash limit (at Budget)	37	37	N/A	N/A
Agreed working cash limit (at Actuals)	27	542	516	Variation is due to brought forward cash balances.

<sup>1</sup> Target to reflect the Commission's anticipated working cash for the 2023–24 financial year.

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



## Cash flows

Overall, the cash flow for the year is a small increase of \$12k with cash at bank being \$549k as at 30 June 2023. The cash flows for operating activities for the year has been maintained within the net cash provided by the State Government.

## Grants — financial support

The following projects have been supported by the Regional Economic Development Grants program in 2022–23.

Company	Project	(\$) Amount
Shift Engineering	Purchasing a hydraulic CNC Press brake (bending machine) and constructing Stage One of new workshop premises.	200,000
Boundary Island Brewery	Expanding brewhouse facilities to increase beer production and reach the wholesale market, including the purchase of canning and labeling equipment and the development of storage space for production consumables. Funding is also supporting improvements to facilities to cater for functions and events and showcasing their brand externally.	100,000
Coolibah Care	Redeveloping the existing training space into a modern contemporary training hub. This will enable both practical and online learning and provide staff and students with a suitable learning environment to enhance their skills and knowledge.	100,000
The Exchange Hotel	Funding is supporting a high-quality fit-out of the central kitchen and bar area as part of a major redevelopment of this heritage site located in the Pinjarra town centre.	100,000
Jacaranda Hill Farm and Accommodation	Funding is supporting the construction of a sustainable off-grid farm stay cabin. The cabin will be a two-story, two-bedroom unit with bathroom amenities.	80,000
Dwellingup Adventures	Constructing and operating a kiosk and bike/watercraft hire facility at Dwaarlindjirraap Day Use Area. Equipment will include bikes, canoes, and watercraft, allowing rentals at Dwellingup or Lane Poole Reserve. The kiosk will also offer refreshments and supplies for campers and mountain bike day visitors.	60,000
Oakford Equestrian Centre	Upgrading facilities at the Oakford Equestrian Centre, including building additional training jumps, to expand and improve horse training in the Peel Region and support the ongoing development of the equestrian industry.	40,000



## 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 2023. 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 2023*

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 2023 and the financial position as at 30 June 2023.

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.



**Cindy Richardson**  
Chief Finance Officer  
31 August 2023



**Andrew Ward**  
Chief Executive Officer  
31 August 2023



**David Doepel**  
Chairman of the Board  
31 August 2023



# Financial Statements

## Statement of Comprehensive Income

For the year ended 30 June 2023

	Notes	2023 \$'000	2022 \$'000
<b>COST OF SERVICES</b>			
<b>Expenses</b>			
Employee benefits expense	2.1(a)	299	282
Supplies and services	2.3	2,107	2,190
Depreciation and amortisation expense	4.1, 4.2	-	1
Grants and subsidies	2.2	150	-
Other expenses	2.3	32	41
<b>Total cost of services</b>		<b>2,588</b>	2,514
<b>Income</b>			
Other income	3.2	-	6
<b>Total income</b>		<b>-</b>	6
<b>NET COST OF SERVICES</b>		<b>2,588</b>	2,508
<b>Income from State Government</b>			
Income from other public sector entities	3.1	742	395
Resources received	3.1	1,886	1,657
<b>Total income from State Government</b>		<b>2,628</b>	2,052
<b>SURPLUS/(DEFICIT) FOR THE PERIOD</b>		<b>40</b>	(456)
<b>TOTAL COMPREHENSIVE LOSS FOR THE PERIOD</b>		<b>40</b>	(456)

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



## Statement of Financial Position

As at 30 June 2023

	Notes	2023 \$'000	2022 \$'000
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalents	6.1	549	537
Receivables	5.1	73	25
<b>Total current assets</b>		<b>622</b>	562
<b>Non-current assets</b>			
Amounts receivable for services	5.2	134	134
Infrastructure, property, plant and equipment	4.1	-	-
<b>Total non-current assets</b>		<b>134</b>	134
<b>TOTAL ASSETS</b>		<b>756</b>	696
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Payables	5.3	16	-
Employee related provisions	2.1(b)	85	40
<b>Total current liabilities</b>		<b>101</b>	40
<b>Non-current liabilities</b>			
Employee related provisions	2.1(b)	-	41
<b>Total non-current liabilities</b>		<b>-</b>	41
<b>TOTAL LIABILITIES</b>		<b>101</b>	81
<b>NET ASSETS</b>			
		<b>655</b>	615
<b>EQUITY</b>			
Contributed equity	8.9	138	138
Accumulated surplus/(deficit)		517	477
<b>TOTAL EQUITY</b>		<b>655</b>	615

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 2023

	Contributed equity \$'000	Accumulated surplus \$'000	Total equity \$'000
<b>Balance at 1 July 2021</b>	138	933	1,071
Surplus/(deficit)		(456)	(456)
Total comprehensive income for the period		(456)	(456)
<b>Balance at 30 June 2022</b>	138	477	615
<b>Balance at 1 July 2022</b>	<b>138</b>	<b>477</b>	<b>615</b>
Surplus/(deficit)		<b>40</b>	<b>40</b>
Total comprehensive income for the period		<b>40</b>	<b>40</b>
<b>Balance at 30 June 2023</b>	<b>138</b>	<b>517</b>	<b>655</b>

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

## Statement of Cash Flows

For the year ended 30 June 2023

	Notes	2023 \$'000	2022 \$'000
<b>CASH FLOWS FROM STATE GOVERNMENT</b>			
Funds from other public sector entities		695	395
<b>Net cash provided by State Government</b>		<b>695</b>	395
<i>Utilised as follows:</i>			
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Payments</b>			
Employee benefits		(290)	(275)
Supplies and services		(206)	(535)
Grants and subsidies		(150)	-
GST payments on purchases		(39)	(49)
Other payments		(37)	(37)
<b>Receipts</b>			
GST receipts on sales		4	-
GST receipts from taxation authority		35	43
Other receipts		-	6
<b>Net cash used in operating activities</b>		<b>(683)</b>	(847)
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>12</b>	(452)
<b>Cash and cash equivalents at the beginning of the period</b>		<b>537</b>	989
<b>CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD</b>	6.1	<b>549</b>	537

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 2023

### 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 31 August 2023.

#### 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.

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.

#### 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

	2023 \$'000	2022 \$'000
Employee benefits	262	253
Superannuation — defined contribution plans	33	29
Other related expenses	4	-
<b>Total employee benefits expenses</b>	<b>299</b>	<b>282</b>
Add: AASB 16 Non-monetary benefits	-	-
<b>Net employee benefits</b>	<b>299</b>	<b>282</b>

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

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

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

### 2.1 (b) Employee related provisions

	2023 \$'000	2022 \$'000
<b>Current</b>		
<i>Employee benefits provisions</i>		
Annual leave	31	39
Long service leave	53	-
	<b>84</b>	39
<i>Other provisions</i>		
Employment on-costs	1	1
<b>Total current employee related provisions</b>	<b>85</b>	40
<b>Non-Current</b>		
<i>Employee benefits provisions</i>		
Long service leave	-	40
<i>Other provisions</i>		
Employment on-costs	-	1
<b>Total non-current employee related provisions</b>	<b>-</b>	41
<b>Total employee related provisions</b>	<b>85</b>	81

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.



## 2.1 (b) Employee related provisions (cont.)

**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'.

	2023 \$'000	2022 \$'000
<i>Employment on cost provision</i>		
Carrying amount at start of period	2	1
Additional/(reversals of) provisions recognised	(1)	1
<b>Carrying amount at start and end of period</b>	<b>1</b>	<b>2</b>

## Key sources of estimation uncertainty- long service leave

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

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

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

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

## 2.2 Grants and subsidies

	2023 \$'000	2022 \$'000
Local Government agencies	150	-

## 2.3 Other expenditure

	2023 \$'000	2022 \$'000
<i>Supplies and services</i>		
Board fees	72	69
Consultants and contractors	132	452
Consumables	8	4
Travel	9	4
Other	-	4
Resources provided free of charge by DPIRD <sup>(a)</sup>	1,886	1,657
<b>Total supplies and services expense</b>	<b>2,107</b>	<b>2,190</b>
<i>Other expenses</i>		
Donations and sponsorships	35	25
Refund of revenue from prior years	-	9
Other expenses	(3)	7
Total other expenses	32	41
<b>Total other expenditure</b>	<b>2,139</b>	<b>2,231</b>

<sup>(a)</sup> 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

	2023 \$'000	2022 \$'000
<i>Income received from other public sector entities during the period:</i>		
Department of Primary Industries and Regional Development — operational funding	742	395
<b>Total grants and subsidies</b>	<b>742</b>	<b>395</b>
<i>Resources received from other public sector entities during the period:</i>		
Services received free of charge <sup>(a)</sup>	1,886	1,657
<b>Total resources received</b>	<b>1,886</b>	<b>1,657</b>
<b>Total income from State Government</b>	<b>2,628</b>	<b>2,052</b>

<sup>(a)</sup> 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.



### 3.1 Income from State Government (cont.)

**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

	2023 \$'000	2022 \$'000
Other sundry income	-	6

## 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

	2023 \$'000	2022 \$'000
<i>Office equipment</i>		
Cost	42	42
Accumulated depreciation	(42)	(42)
<b>Total office equipment</b>	-	-

### 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).

#### 4.1 Property, plant and equipment (cont.)

##### 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

	2023 \$'000	2022 \$'000
Office equipment	-	1
<b>Total depreciation for the period</b>	<b>-</b>	<b>1</b>

As at 30 June 2023, there were no indications of impairment to property, plant and equipment. All surplus assets at 30 June 2023 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

	2023 \$'000	2022 \$'000
<i>Computer software</i>		
Cost	45	45
Accumulated depreciation	(45)	(45)
	-	-



4.2 Intangible assets (cont.)

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.

As at 30 June 2023 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

	2023 \$'000	2022 \$'000
Current		
Trade receivables	48	-
GST receivable	25	25
Total current receivables	73	25

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)

	2023 \$'000	2022 \$'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

	2023 \$'000	2022 \$'000
Trade payables	16	-
Total current payables	16	-

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

## 6. Financing

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

	Note
Cash and cash equivalents	6.1
Capital commitments	6.2

### 6.1 Cash and cash equivalents

	2023 \$'000	2022 \$'000
Non-restricted cash and cash equivalents	549	537

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 (2022: None).



## 7. Financial instruments and contingencies

	Note
Financial instruments	7.1
Contingent assets and liabilities	7.2

### 7.1 Financial instruments

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

	2023 \$'000	2022 \$'000
<i>Financial assets</i>		
Cash and cash equivalents	549	537
Financial assets at amortised cost <sup>(a)</sup>	182	134
<b>Total financial assets</b>	<b>731</b>	<b>671</b>
<i>Financial liabilities</i>		
Financial liabilities at amortised cost <sup>(b)</sup>	16	-
<b>Total financial liabilities</b>	<b>16</b>	<b>-</b>

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

<sup>(b)</sup> 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 2023 (2022: None).

## 8. Other disclosures

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

	Note
Events occurring after the end of the reporting period	8.1
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 2023:

- AASB 2020-3 Amendments to Australian Accounting Standards – Annual Improvements 2018–2020 and Other Amendments
- AASB 2020-6 Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current – Deferral of Effective Date
- AASB 2022-3 Amendments to Australian Accounting Standards – Illustrative Examples for Not-for-Profit Entities accompanying AASB 15

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 (\$)	2023	2022
Compensation of members of the accountable authority		
50,001–60,000	1	1
0–10,000	6	8
Compensation of senior officers		
200,001–250,000	1	1
	2023 \$'000	2022 \$'000
Short-term employee benefits	255	268
Post-employment benefits	29	27
Other long-term benefits	21	23
Total compensation of senior officers	305	318

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



#### 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:

	2023 \$'000	2022 \$'000
Auditing the accounts, financial statements, controls, and key performance indicators	-	-

#### 8.9 Equity

	2023 \$'000	2022 \$'000
Contributed equity	138	138

#### 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 2023.



**David Doepel**  
Chair  
31 August 2023

**Andrew Ward**  
Chief Executive Officer  
31 August 2023

## Detailed Information in Support of Key Performance Indicators

### Relationship to Government Goals

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

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

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

### Summary of Key Performance Indicators

Indicators	FY21 Actual	FY22 Actual	FY23 Target	FY23 Actual	Variation
<i>Effectiveness Indicator</i>					
<i>Client satisfaction with the contribution to the Region's economic base</i>	88%	86%	85%	97%	12%
Average cost per hour	\$104	\$122	\$138	\$132	-\$6



## Overall Effectiveness Indicator

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. 128 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 103 completed surveys were obtained from this client contract list (a response rate of 80%) 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 +/- 4.28% at the 95% confidence level.

### Desired outcome:

Development and promotion of the Peel region	2019-20 Actual	2020-21 Actual	2021-22 Actual	2022-23 Target	2022-23 Actual
Client satisfaction with contribution to the region's economic base	n/a*	88%	86%	85%	97%

\* 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 & Advantage Communications Research

## Efficiency Indicator

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	2019-20 Actual	2020-21 Actual	2021-22 Actual	2022-23 Target <sup>1</sup>	2022-23 Actual	Variance
Average cost <sup>2</sup> per hour	\$116	\$104	\$122	\$138	\$132	-\$6

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

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

## Comments

The 2023 actual average cost per hour is 4% below target, the total hours worked was 6% above target and the total cost of service 1% above target. The increase in hours is partially due to the subsequently approved Local Content Advisor not being in original budget targets.

## Other Statutory Information

### 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 2022–23.

### Employment and industrial relations

#### Staff Profile

	As at 30 June 2022	As at 30 June 2023
Full time permanent	6.0	7.0
Part time permanent	2.83	1.59
Full time contract	1.0	2.0
Part time contract	0.0	0.4
Part time casual	0.0	0.0
<b>Total (FTE)</b>	<b>9.83</b>	<b>10.99</b>

### Staff development

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

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

### Workers compensation

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



## Governance disclosures

### Contracts with senior officers

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

### Board meetings

During the reporting period, the Commission's Board met on 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	5/6	20/01/2020 – 31/12/2022 29/11/2021 – 30/06/2024
Rhys Williams – Member and Deputy Chair	5/6	29/01/2018 – 31/12/2020 31/12/2020 – 31/12/2021 29/11/2021 – 31/12/2024
Michelle Sidebottom – Member	5/6	10/09/2018 – 30/06/2021 01/07/2021 – 30/06/2024
Sue Daley – Member	5/6	01/12/2021 – 31/12/2024
David Bolt – Member	6/6	01/01/2022 – 31/12/2023
Adwoa Abban Dwumfour – Member	6/6	01/01/2022 – 30/06/2023
Andrew Ward – Member	6/6	CEO

## Board and Committee remuneration

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

Board member	Type of remuneration	Period of membership	Gross amount \$
David Doepel	Stipend & Sitting Fees	12 months	45,912
Rhys Williams	Stipend & Sitting Fees	12 months	8,188
Michelle Sidebottom	Sitting Fees	12 months	4,172
Sue Daley	Sitting Fees	12 months	4,004
David Bolt	Sitting Fees	12 months	4,131
Adwoa Abban Dwumfour	Sitting Fees	12 months	4,077
Andrew Ward	Nil	12 months	-
Peter Cooke <sup>^</sup>	Sitting Fees	5 months	208
<b>Total</b>			<b>70,692</b>

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

## Other legal requirements

### Personal use of credit cards

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

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

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

Expenditure type	Supplier	\$
Advertising agencies	-	Nil
Market research organisations	Advantage Communications (Client survey)	4,820.00
Polling organisations	-	Nil
Direct mail organisations	Mailchimp	1,204.34
	Australia Post	730.37
Media advertising organisations	Facebook	46.87
	Initiative Media Australia	218.84
<b>Total</b>		<b>7020.42</b>

### Disability Access and Inclusion Plan outcomes

Peel Development Commission is committed to promoting an inclusive environment in which all people can access our services and facilities. In 2018, the Commission was included under the umbrella of the overarching Department of Primary Industries and Regional Development (DPIRD)

Disability Access and Inclusion Plan (DAIP) 2018–2023. This plan is designed to ensure all people are considered in all Commission activities and services and ensures access to Commission activities and events, buildings and facilities and information. It also ensures all people receive the same quality of service and opportunities to participate in activities of the Commission.

The DPIRD *Disability Access and Inclusion Plan 2018–2023* outlines the following outcomes:

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

A copy of the DPIRD *Disability Access and Inclusion Plan 2018–2023* can be found on the Commission's website and intranet.



## Compliance with Public Sector Standards and ethical codes

Peel Development Commission has had no compliance issues during the financial year regarding the Public Sector Standards, the WA Code of Ethics or the internal Code of Conduct. The Commission continues to regularly review and update internal policies to ensure currency with Public Sector Commission updates.

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

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

### Compliance item Significant action taken to monitor and ensure compliance

<b>Public Sector Standards (PSS)</b> <i>Nil breach claims or reports</i>	<ul style="list-style-type: none"><li>Regularly updated information about Standards included on the Peel Development Commission internal information system and within induction materials as well as being provided to the Board.</li><li>Ongoing awareness-raising process conducted on the standards.</li><li>Transactions audited internally as a standard operating procedure.</li><li>Annual presentation to Board members from the Public Sector Commissioner outlining public sector standards, board ethos and good governance principles.</li></ul>
<b>WA Code of Ethics</b> <i>Nil breach claims or reports</i>	<ul style="list-style-type: none"><li>The WA Code of Ethics forms part of induction materials and is listed on the Peel Development Commission internal information system. Ethics is a standing topic for all executive and staff meetings.</li></ul>
<b>Peel Development Commission Code of Conduct</b> <i>Nil breach claims or reports</i>	<ul style="list-style-type: none"><li>Code of Conduct is accessible on the Commission's SharePoint site and hard copies are available to staff and Board members (signed off on induction).</li><li>Code of Conduct is part of all inductions for Board and staff members, and a review is completed annually.</li></ul>

## Record keeping plans

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

The Commission's record keeping systems and processes are regularly reviewed to ensure that they are meeting the Commission's needs and all required compliance. Updates to the Record Keeping Plan are done in consultation with the State Records Office. Our Plan was last reviewed and evaluated in November 2020, and as agreed with the State Records Office our revised plan 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.



Government policy requirements (cont.)

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

	Target 2020-21	Actual 2020-21	Target 2021-22	Actual 2021-22	Target 2022-23	Actual 2022-23
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%





