

**PEEL** DEVELOPMENT  
COMMISSION

# Annual Report

2023–24





# Acknowledgement of Country



Smoking Ceremony conducted at Peel Business Park — Nambeelup Kaadadjan with Theo Kearing.

**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 and present.

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



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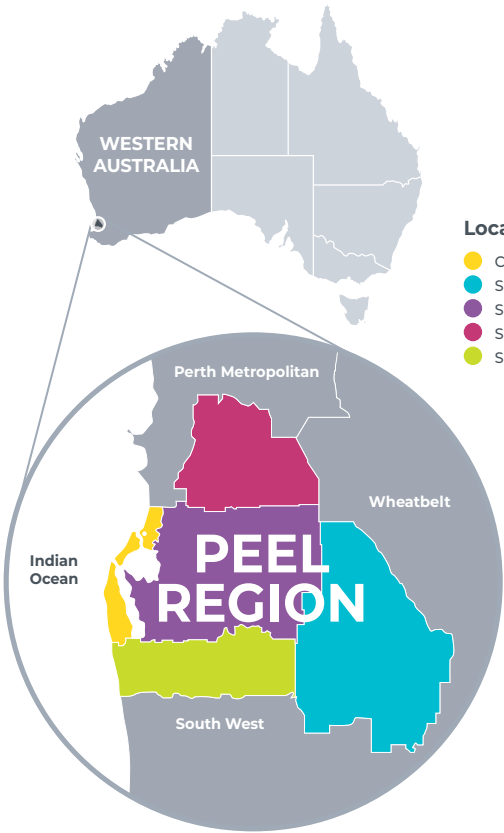
COVER: Santi Ikto by Thomas Dambo, Giants of Mandurah.  
Photo: Duncan Wright, courtesy of FORM.





# Peel region

## Our location



### Local government areas

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



### City of Mandurah



90,306



### Shire of Boddington



1,705



### Shire of Murray



18,068



### Shire of Serpentine Jarrahdale



32,173

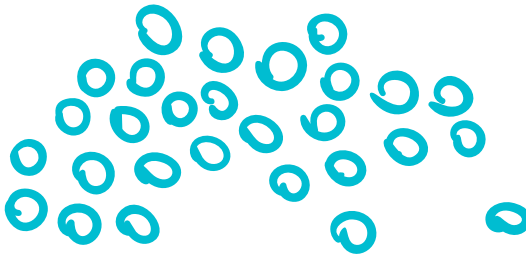


### Shire of Waroona



4,234

 = Population







Lake Clifton Thrombolites, Yalgorup National Park.





# Statement of Compliance

**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 2024.**



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*;
- *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.

**Michelle Sidebottom**  
Deputy Chair  
6 September 2024

**Andrew Ward**  
Chief Executive Officer  
6 September 2024



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Mandurah WA 6210

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[peel.wa.gov.au](https://peel.wa.gov.au)



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

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**Design:** Redtail Graphic Design.

# Welcome to the Peel Development Commission Annual Report 2023–24.

This annual report has been produced for our stakeholders to describe the operational, financial and service performance of Peel Development Commission for the 2023–24 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 and is available in alternative formats upon request.

[peel.wa.gov.au](https://peel.wa.gov.au)





# 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 the 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;
- ensure the general standards of government services and access to services in the region is comparable to the metropolitan area; and
- 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:

**“WA has sustainable, vibrant and liveable regional communities, supported by strong and prosperous economies.”**

The nine Regional Development Commissions and the Department of Primary Industries and Regional Development (DPIRD) are the operational team for the Regional Development Portfolio. The Regional Development Portfolio has five areas of focus which respond to regional need and align with Government priorities and our legislative framework.



### 1. REGIONAL LIVEABILITY



### 2. ECONOMIC DEVELOPMENT, DIVERSIFICATION, AND INNOVATION



### 3. CLIMATE RESILIENCE & LOW CARBON TRANSITION



### 4. ABORIGINAL EMPOWERMENT AND PROSPERITY



### 5. ORGANISATIONAL EXCELLENCE

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



### 1. THRIVING INDUSTRY



### 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

**As I reflect on my final term as Chair of the Peel Development Commission, I'm reminded of the rapid pace of progress in our region. Looking back at the last three years, I can confidently say that much has been achieved. The Peel region continues to thrive, driven by our collective efforts to promote sustainable growth and economic resilience.**

This year, we made significant strides in enhancing Peel's tourism and economic landscape. The 2024 Perth Airport WA Tourism Conference, held in June at the Mandurah Performing Arts Centre and co-sponsored by the Commission, positively showcased Peel and attracted 320 delegates to explore our region.

Mandurah's recognition as Australia's Top Tourism Town, following its back-to-back gold wins in the WA Top Tourism Town Awards in 2022 and 2023, further underscores Peel's growing reputation as a premier destination. The Giants of Mandurah, a landmark

attraction, injected \$64 million in visitor spending into the region in its first year alone.

Dwellingup's accreditation as a Trail Town and its victory as Australia's Top Tiny Tourism Town at the 2023 national awards highlight the importance of our regional trails in fostering economic and social growth. The Commission is coordinating the \$8 million Peel Regional Trails project, funded by the Australian Government, which will enhance community infrastructure and support economic and social vitality in local communities.

The Peel Geotrail Drive, funded by the Commission in partnership with Geoparks WA, officially opened this year, showcasing the geological, natural, and cultural highlights of the Bindjareb region, supporting sustainable tourism and boosting local industry.

The Food Innovation Precinct Western Australia (FIPWA) continues to evolve as a force for food value-adding innovation in WA. Within FIPWA, the Sustainable, Innovative Food Technology (SIFT) Centre opened in February, marking a significant milestone.

This state-of-the-art facility, funded by the WA Government through DPIRD and a project of the Future Food Systems CRC, is being delivered and operated by Murdoch University and enhances collaboration between industry and academia.

The Commission secured \$450,000 to support the Shire of Murray's Future Food Facility Project. This funding facilitated a feasibility study and other site-specific investigations, aiming to establish a commercial-scale food or beverage processing operation on the 6,000 sqm site.

The development of ARYZTA's \$66 million bakery at Peel Business Park – Nambeelup Kaadadjan will support 120 local jobs and boost WA's food processing capability. This outcome of the Transform Peel project and FIPWA represents the power of collaboration, making Peel a compelling place for businesses, including international ones, to expand. Their presence will make a material difference economically and socially.

It has been an honour to serve as Chair of the Peel Development Commission. I extend my heartfelt



thanks to my fellow board members, Deputy Chairs, CEO Andrew Ward, and all the dedicated staff of the Commission. I also want to express my gratitude to Minister Don Punch for his determined support and advocacy for the region. As I conclude my term, I look forward to seeing Peel continue to prosper in the years ahead. 🌱

**David Doepel**  
Chair



## CEO's foreword



**As the Peel Development Commission collaborates with stakeholders, our focus remains on enhancing the region's economic base while improving regional liveability. By attracting investment and advancing diverse, globally competitive industries, we ensure that Peel is a vibrant place to live, work, visit, and invest.**

This year, we announced the recipients of Round 6 of the Regional Economic Development (RED) Grants, focusing on agribusiness and manufacturing. These grants stimulate business growth and create job opportunities, encouraging local businesses to leverage new prospects.

We reinforced our support for the state government's Local Content Program, providing local businesses with opportunities to engage in government procurement and capacity building through workshops and one-on-one assistance, and events like the Mandurah Regional Business Engagement Forum.

Our commitment to regional liveability includes creating opportunities for Peel's young people by enabling access to education and training pathways that lead to employment in priority industries, aligning with our objective to develop human capital.

We sponsored the Great Southern Hackathon (GoSH), now WA's largest youth tech-innovation event, providing a platform for discovery and innovation. We supported the Shire of Serpentine Jarrahdale's Youth

"Skill Up" Program, training 46 young people with job-ready skills, and the Innovation Design Entrepreneurship Academy (IDEAcademy) in opening a campus at FIPWA, offering alternative education and employment for young people aged 15–24.

Over the past year, the Bindjareb District Leadership Group (DLG) continued its vital work in building the capacity of Aboriginal organisations, including Winjan Aboriginal Corporation and Nidjalla Waangan Mia Aboriginal Health Service. The DLG unites leaders from government, community, and Aboriginal organisations to address regional issues and leverage opportunities in education, safety, health, housing, and employment.

Significant progress was made in planning for the WA Aged Care Training and Workforce Centre of Innovation in Mandurah, which aims to address critical workforce challenges in the aged care sector through innovative approaches over a five-year program.

Our annual client survey results were exceptional, reflecting stakeholders' positive perceptions of the Commission's work. An impressive 98.4% agreed that the Commission

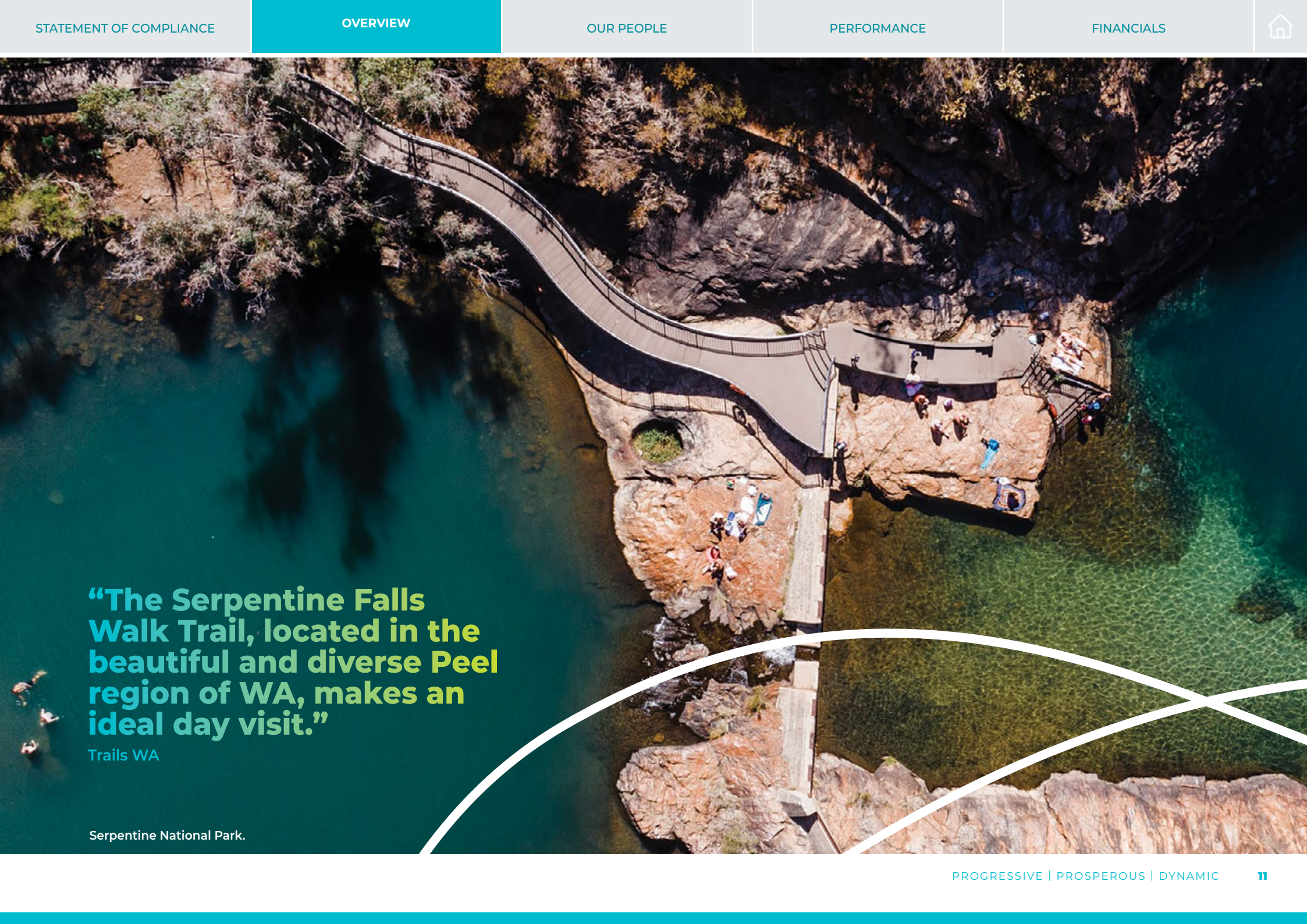
makes a positive contribution to the economic development of the Peel region, and 98.5% rated our staff as providing professional, timely, and helpful advice.

We were honoured to receive a Bronze Award at the W.S. Lonnie Awards, marking the third time we've been recognised for our annual report. This recognition is a testament to our team's dedication to organisational excellence and outstanding governance. Our data management efforts, including the creation of data snapshots and resources with DPIRD, have furthered our strategic initiative to build a unified voice on key regional development objectives and inform policy development.

The achievements and plans highlighted in this report are the result of collaborative efforts, and I thank our regional leaders, stakeholders, and partners for their ongoing support as we work together to shape a bright future for Peel.

**Andrew Ward**  
Chief Executive Officer





**“The Serpentine Falls Walk Trail, located in the beautiful and diverse Peel region of WA, makes an ideal day visit.”**

Trails WA

Serpentine National Park.





# Peel region economic snapshot

## Key regional statistics



GRP<sup>1</sup>  
**\$10.81b**  
2023–24  
+\$130.13m  
2022–23FY



UNEMPLOYMENT<sup>2</sup>  
**3.53%**  
Mar 2024  
3.61%  
Mar 2023 (-0.08%)



BUSINESSES<sup>3</sup>  
**8,948**  
Jun 2023  
8,686  
Jun 2022 (+3.01%)

## Economic output



MINING  
**\$6.28b**



MANUFACTURING  
**\$9.56b**



CONSTRUCTION  
**\$2.60b**



AGRICULTURE  
**\$551.71m**



HEALTHCARE  
**\$1.30b**



EDUCATION  
**\$820.83m**

## Local Government profiles<sup>1,4</sup>



POPULATION



GRP



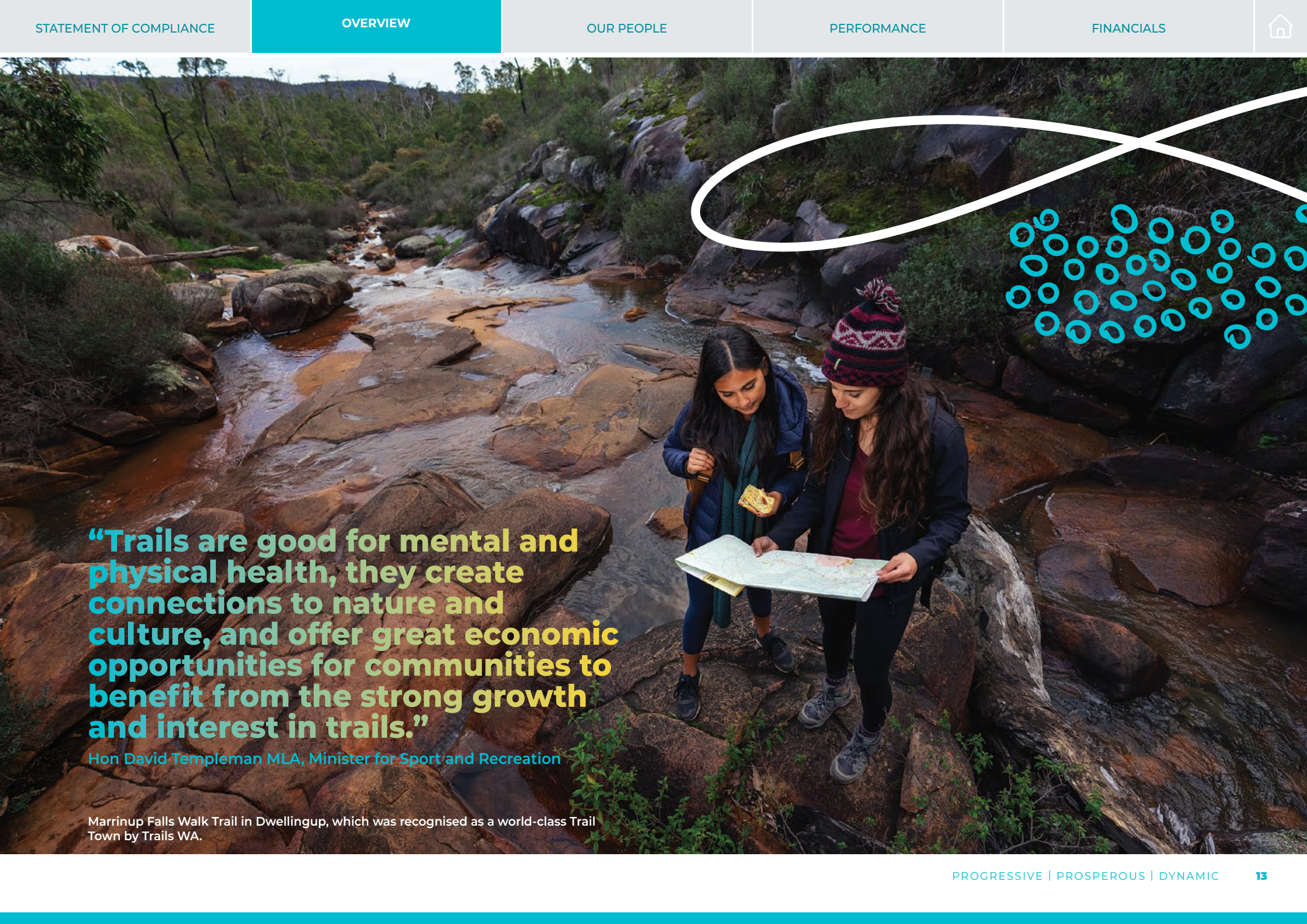
JOBS

Shire of Boddington	<b>1,705</b>	<b>\$1.44b</b>	<b>2,419</b>
City of Mandurah	<b>90,306</b>	<b>\$5.16b</b>	<b>24,602</b>
Shire of Murray	<b>18,068</b>	<b>\$1.90b</b>	<b>6,277</b>
Shire of Serpentine Jarrahdale	<b>32,173</b>	<b>\$1.55b</b>	<b>6,400</b>
Shire of Waroona	<b>4,234</b>	<b>\$0.76b</b>	<b>2,314</b>

1 REMPLAN (2023R2) — Overview, Economy Profile, Output Profile, GRP Profile (2022 & 2023) & 2021 Census Workforce Data.  
2 Department of Employment and Workplace Relations — Small Area Labour Market Estimates — LGA (March 2024).  
3 Australian Bureau of Statistics Business Counts — Entries & Exits (2021–23) — June 2022.  
4 Australian Bureau of Statistics Census of Population and Housing — 2021







**“Trails are good for mental and physical health, they create connections to nature and culture, and offer great economic opportunities for communities to benefit from the strong growth and interest in trails.”**

Hon David Templeman MLA, Minister for Sport and Recreation

Marrinup Falls Walk Trail in Dwellingup, which was recognised as a world-class Trail Town by Trails WA.





## 2023–24 snapshot



### 1. RED Grants

\$4 million invested in 40 locally-driven Peel projects over the past six rounds.



### 2. SIFT opening

Food innovation: \$12.2 million Sustainable Innovative Food Technology (SIFT) Centre opens in Peel.



### 3. International agribusiness milestone

Global bakery ARYZTA breaks ground at Peel Business Park — Nambeelup Kaadadjan.



### 4. Peel Regional Trails

\$8 million Australian Government funding to coordinate the delivery of six projects across the region.



### 5. Top tourism towns

Mandurah and Dwellingup's visitor appeal recognised at national tourism awards.







## 6. State Conference

300+ delegates experience Mandurah at the 2024 Perth Airport Tourism Conference.



## 7. Great Southern Hackathon

Biggest youth STEM event in WA launches in Peel with 700 in attendance.



## 8. Water sustainability

Peel Water Supply Initiative delivers unified outlook and local snapshots.



## 9. Customer survey

98.4% of stakeholders agree the Commission makes a positive contribution to the economic development of the Peel region.



## 10. Commission sponsorships

Funded over \$43,000 in sponsorships to 15 regional events and initiatives.



# Grants and funding



Five projects shared \$423,000 in funding, with the state government investing in the agribusiness, manufacturing, and tourism sectors to stimulate business growth and create more job opportunities in the region. Through six rounds of RED Grants, \$4,017,072 in funding has been approved to support 40 projects in the Peel region.

**“As the fastest growing region in Western Australia, the Peel offers a vibrant range of investment and growth prospects, especially as it continues to expand in export-oriented sectors such as agriculture, manufacturing, and tourism.”**

Hon Don Punch MLA, Minister for Regional Development

## Peel Regional Economic Development Grants

The Regional Economic Development (RED) Grants program is a \$55.85 million over ten years 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 Round 6 recipients for Peel were announced on 7 November 2023 at FIPWA by the Minister for Regional Development, Hon Don Punch MLA, Member for Murray-Wellington, Robyn Clarke MLA, and Member for Dawesville, Lisa Munday MLA.

## Recipient summary

### 1. Groundswell Drivethru

**\$150,000**

Groundswell Drivethru will use their **\$150,000** grant to establish a dedicated roasting and chocolate-making facility in the region, with the beans used to manufacture freeze-dried coffee and milk products at FIPWA.



### 2. Honey West

**\$100,000**

Honey West will use a **\$100,000** grant to purchase equipment to transition from wholesale to retail and increase its production of honey, refined beeswax and bee pollen for domestic and international markets.



### 3. Thorny Devil Brewing Company

**\$100,000**

Thorny Devil Brewing Company has been awarded **\$100,000** to install a canning line and additional brewery equipment, which will enable it to increase its production capacity and efficiency.







## Grants and funding *(cont.)*

### 4. Peel Tyre Service

**\$43,000**

Peel Tyre Service will use a **\$43,000** grant to install a heavy-duty wheel and tyre changing machine, and create an outdoor undercover work zone for agricultural and commercial operations.



### 5. Salt & Ember Glamping

**\$30,000**

Salt & Ember was awarded **\$30,000** in funding to develop upscale camping accommodation, offering a new tourism product in the Peel region.



**“The most recent round of RED Grants provides strong backing for these key growth sectors, empowering businesses to expand their operations.”**

Hon Don Punch MLA, Minister for Regional Development





## RED Grants driving local growth and innovation

RED Grants have enabled Peel businesses and organisations to enhance their capabilities, increase production, support new jobs, and deliver specialised training. Here is an update on how two local businesses have benefited from the program.

### Coolibah Care \$100,000 grant — Round 5

In an industry where specialised training is essential, Coolibah Care in Mandurah has taken a significant step forward with its newly refurbished training hub, supported by a \$100,000 RED Grant. Launched on 31 January 2024, the hub is designed to enhance the skills of staff and students in the aged care sector.

The RED Grant helped transform an existing space into a modern training facility, accommodating both staff and nursing students from Murdoch University and learners from Skills Strategies International.

**“To attract and retain skilled staff, offering both mandatory and additional training is essential. Our vision was to create a modern hub that facilitates effective learning and demonstrates the value we place on our staff.”**

Amanda Crook, CEO



The hub features individual learning stations and group areas, enabling multiple concurrent training sessions. Since opening, the hub has been actively used, with a focus on appropriate booking systems and access.

This project aligns with the state government's broader strategy to address aged care training challenges across the region.

As Coolibah Care continues to refine its services and training programs, the benefits of the RED Grant are expected to enhance their operations and contribute positively to the community's ongoing needs in aged care.



## Grants and funding *(cont.)*

### Kanyana Engineering \$100,000 grant — Round 3

Kanyana Engineering has experienced significant growth and development since the purchase of the Bystronic Xact Smart Press Brake with RED Grant funding. The addition of this high-tech fabrication machine has enabled Kanyana to increase their supply and production capability and better meet project deadlines across various industries, including Defence and Mining. As a result, the company has been able to address its backlog and improve overall efficiency.

The RED Grant has not only allowed Kanyana to upgrade its equipment, but also create new job opportunities.

With the new machine, the company hired two apprentices, further contributing to the local economy. This investment has also given Kanyana the confidence to continue expanding its industry presence, helping to meet rising demands while maintaining high-quality client expectations.

Kanyana Engineering has seen substantial growth since receiving the grant, with a 47% increase in revenue and a 17% increase in employment.

**“The RED Grant has helped take some of the financial pressure off the company, allowing the owners to concentrate on crucial decisions in operating and growing the company.”**

Sharon Dawe, Kanyana's Accounts Director



Peel businesses and organisations are encouraged to contact the Commission to discuss their project ideas and assess their eligibility for RED Grants, with helpful resources and grant writing assistance available on our website.

[www.peel.wa.gov.au/our-focus/grants-and-funding/red-grants-program/](http://www.peel.wa.gov.au/our-focus/grants-and-funding/red-grants-program/)







# Our people

## 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.





# 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.

Our board members make decisions that shape the direction and priorities of the Commission. They bring **valuable skills, knowledge and experience to the table.**



## David Doepel

### Chair

Ministerial Representative

Term 1: 20 January 2020 – 31 December 2022 (appointed Chair July 2021)

Term 2: 29 November 2021 – 30 June 2024

David Doepel is well known in the Peel region through his work with Murdoch University and the Future Food Cooperative Research Centre. Mr Doepel has more than 40 years of experience as an innovator and entrepreneur and has held senior positions in industry, academia and government in Australia and the USA. He is currently co-custodian of the Historic Melville Park Farm in Brunswick, WA focusing on horticulture ag-tech (soil microbiome), value-added foods (cheesemaking) and beverages (cider, brandy and whisky).



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 and is first author of The Murdoch University Third Commission on Africa. David holds degrees from Murdoch University, the Melbourne College of Divinity and Boston University.





## Michelle Sidebottom

### Deputy Chair

Community Representative

**Term 1: 10 September 2018 – 30 June 2021**

**Term 2: 1 July 2021 – 9 September 2024**  
(appointed Deputy Chair February 2024)

Michelle Sidebottom's professional experience has seen her design, develop, and implement local to major State-wide business and workforce developmental projects with the private sector, non-profits, peak industry associations, and local, State and Federal government agencies.

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. Key roles include facility management of hospitality and tourism properties; project management; Aboriginal tourism development services; and consultancy. Additional roles held include Deputy Chair — Coolibah Care Inc, Chair — Hospitality Industry Advisory Group South Metropolitan TAFE (Peel Campus) and former Board Member of Visit Mandurah.



## Sue Daley

### Community Representative

**Term: 1 December 2021 – 31 December 2024**

Sue Daley is a successful business owner, specialising in the management of residential and commercial property transformations. She has extensive facilitation and project management skills along with significant experience in analytical roles within varied business environments.

Sue is the co-founder/owner of Maiolo Constructions Pty Ltd, specialising in renovations and alternative construction methods and has started a new business venture called Pocket Condos — Tiny Homes in WA, which she sees as a solid solution for the current housing crisis.

Sue is community focused, an advocate of the local supporting local ideal and a champion for women in business. This is evidenced by her position as Secretary of the South Yunderup/ Ravenswood Volunteer Bush Fire Brigade and co-founder/committee member of the regional Business Women's Collective.



## Sharon James

### Ministerial Representative

**Term: 26 February 2024 – 31 December 2026**

Sharon James is a highly experienced senior executive in the community services sector incorporating both aged and disability care. She has been CEO of Quambie Park since 2018 and in this role Sharon has demonstrated a strong commitment to supporting communities to be the best they can be.

This commitment has involved investing in education, healthcare, infrastructure, and social services to ensure equitable access and opportunities for all members of the community. Sharon has a proven ability to seamlessly manage organisational and service transitions, introduce cultural change and lead organisations to new levels of operational effectiveness and efficiency.

Sharon is also experienced in formulating and managing operating and capital budgets; providing leadership to teams of professionals and service delivery managers.



## Our Board (cont.)



### Cr Mike Walmsley

Local Government Representative

Term: 22 April 2024 – 31 December 2026

Cr Walmsley has served on the Waroona Shire Council for over 16 years and held the position of President for 9 years and Deputy President for 2 years. He is the current Chair of Quambie Park Waroona, having served on this not-for-profit organisation for 21 years and as chair for over 15 years.

Cr Walmsley has held ministerially appointed positions on the Peel Region Planning committee for the WAPC and is the WALGA Local Government representative on the Local Government Grants Scheme for Bush Fire Services through DFES since 2021. He currently chairs the Peel Alliance and is the Deputy Chair of the WALGA Peel Zone.

Cr Walmsley holds farming and retail interests and is an active volunteer bush fire brigade member.



### Cr Bob Pond

Local Government Representative

Term: 22 April 2024 – 31 December 2026

Cr Pond has worked in water and land use planning in urban and rural setting for 31 years, 25 of those in the Peel region. He has contributed to the community with over 20 years with the PHCC and was elected to the City of Mandurah Council in October 2021.

A Falcon resident since 1999, Cr Pond raised his family in Mandurah, and operates a successful bed and breakfast in Falcon with his partner through which he has gained significant insight into the effort required to operate a small business.

Cr Pond has a Bachelor of Applied Science in Conservation and Park Management and a Post Grad Diploma of Science in Environmental Management.



### Rhys Williams

Deputy Chair

Local Government Representative

Term 1: 29 January 2018 – 31 December 2020

Term 2: 31 December 2020 – 31 December 2021

Term 3: 29 November 2021 – 31 December 2024  
(appointed Deputy Chair 2 Dec 2021)  
(Resigned 24 January 2024)

In October 2021, Mayor Rhys Williams was elected for a second term, receiving 85% of the community vote. In his role as Mayor, Rhys has made a strong commitment to economic diversification, community wellbeing and addressing youth unemployment.

Prior to this role, Rhys ran a successful youth development charity which he founded when he was 17, and worked on projects in more than 100 communities across Australia and abroad. In 2015, he received the Young West Australian of the Year award in recognition of this work.

Rhys is Chair of the South Metropolitan TAFE Governing Council and Deputy Chair of the State Emergency Management Committee. He is a former Chairman of the Mandurah Performing Arts Centre and several non-profit organisations.





## Cr David Bolt

### Local Government Representative

**Term: 1 January 2022 – 31 December 2023**

David was elected to the Shire of Murray Council in 2015 and appointed Shire President in 2017. He has served as Chair of the Peel Regional Leaders Forum and as a Board member of the Peel Development Commission. He is currently Chair of the Rivers Regional Council.

David has an extensive background in the information and communications technology sector. A strategic and innovative leader with a forward-thinking approach, his experience spans executive management positions at leading international and Australian IT corporations, small business and local government.

David holds a Bachelor's degree in Electronic Engineering from Curtin University, formally the Western Australian Institute of Technology. Throughout his career he has pursued further studies in marketing, finance, local government, and business administration.



## Adwoa Abban Dwumfour

### Ministerial Representative

**Term: 1 January 2022 – 30 June 2023  
(term extended to 25 August 2023)**

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

Adwoa 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 contributing significantly to the industry.



## Andrew Ward

### Chief Executive Officer

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

Mr Ward joined the Commission in 2016 from his position as Director at the City of Karratha. With metropolitan and regional senior management experience in the local government environment and over 20 years' experience in community services and administration management, he brings a wealth of experience, knowledge, and a proven ability to lead and develop multi-disciplinary teams.

Andrew enjoys active involvement in community groups, having formerly been on the committee of the Madora Bay Community Association; former Chair of the Board of the Mandurah Performing Arts Centre and former Chair of the WA Regional Development Alliance.





Koolaanga Waabiny Playground, Mandurah.





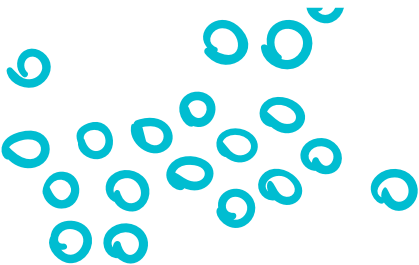
# Organisational structure

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 goals 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 regional development and the 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 DPIRD. The majority of resources available to the Commission are supplied by DPIRD, including all staff except the Chief Executive Officer.

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

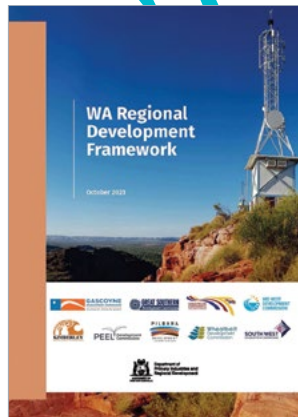
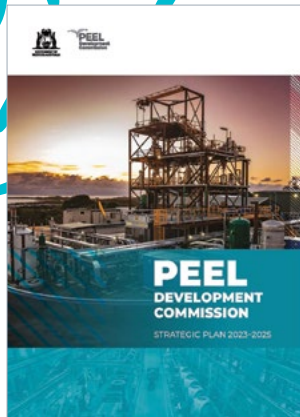
The Peel Development Commission is working to make the Peel region an even better place to live, visit, work, and invest in. Our mission aligns with the state government's priorities of delivering regional prosperity, diversifying the economy, creating jobs, and supporting skills development, as well as the *WA Regional Development Framework's* five areas of focus.

The *Peel Regional Investment Framework* (Framework) and *Strategic Plan* express 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 industry**
2. **Agriculture and food innovation**
3. **Tourism excellence**
4. **Capable people**
5. **Strong and resilient communities**
6. **Organisational excellence**



## Strategic Plan

Our *Strategic Plan* reflects our shared responsibility with other agencies in achieving the goal of growing and diversifying the economy, and our commitment to working in partnership with all levels of government, industry, and the community.

Implementation of the strategies included in the plan aligns with the WA Regional Development Framework's five focus areas and provide the catalyst for achieving the vision for Peel at 2050 as outlined in the *Peel Regional Investment Framework*.

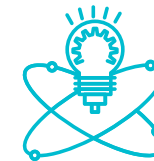
The key strategic initiatives and goals against each regional focus area are as follows:



### Regional Liveability

Develop a strong, vibrant and resilient community underpinned by best practice social services and infrastructure.

- Advocate for end user service levels in regions to be comparable to the metropolitan area
- Improve liveability in regional WA (see page 32)



### Economic Development, Diversification, and Innovation

Attract and develop Peel industries, including non-renewable sectors, businesses, and people that are diverse and globally competitive, contributing to a strong and diverse economy.

- Advocate for policies that leverage the non-renewable resource sector's social license obligations and ensures practical fulfillment
- Support the diversification of the non-renewable resource sector
- Maximise local content outcomes within the non-renewable sector
- Facilitate investment in digital infrastructure to develop and sustain remote, highly skilled businesses and workforce
- Streamlined land use planning/industrial land assembly to reduce start-up costs, incentivise regional investment, and attract new industries
- Inform government policies that enable/lead to regional investment
- Drive economic and workforce diversification in the region in priority sectors





## Climate Resilience and Low Carbon Transition

Driving wise use of our environment to ensure social and economic development balanced with conservation.

- Capture opportunities from the new low carbon economy
- Identify and support water solutions that reduce the costs and carbon footprint of these key inputs



## Aboriginal Empowerment and Prosperity

Fuller participation of Aboriginal people in Peel's social and economic life working with Government and Aboriginal-led organisations to achieve this outcome.

- Foster genuine co-design of and participation by Aboriginal people in business, economic and service delivery initiatives, and opportunities
- Support the identification and capture of economic opportunities from native title
- Activate Aboriginal capital held through interests in land, culture and skills into the mainstream economy
- Integration of Aboriginal procurement strategies with support programs to build capacity and capability
- Support for Aboriginal people in mainstream businesses



## Organisational Excellence

Build an organisation that is recognised for outstanding governance and innovation in delivering regional development outcomes.

- Create a unified Portfolio voice on key regional development objectives
- Build collaborative and trusted partnerships across government, community, private sector, and Aboriginal people
- Build and retain a capable, determined and healthy workforce
- Deliver high quality services
- Embed appropriate governance practices across our operations





# Regional Liveability

**Our goal:** Develop a strong, vibrant and resilient community underpinned by best practice social services and infrastructure.



All Abilities Paddle Launch in Riverside Gardens, Mandurah.

*Aligns with*  
**PEEL DEVELOPMENT COMMISSION'S THEMES**



**1.0**  
THRIVING INDUSTRY



**2.0**  
AGRICULTURE & FOOD INNOVATION



**3.0**  
TOURISM EXCELLENCE



**4.0**  
CAPABLE PEOPLE



**5.0**  
STRONG & RESILIENT COMMUNITIES



**6.0**  
ORGANISATIONAL EXCELLENCE



WISE USE OF OUR ENVIRONMENT



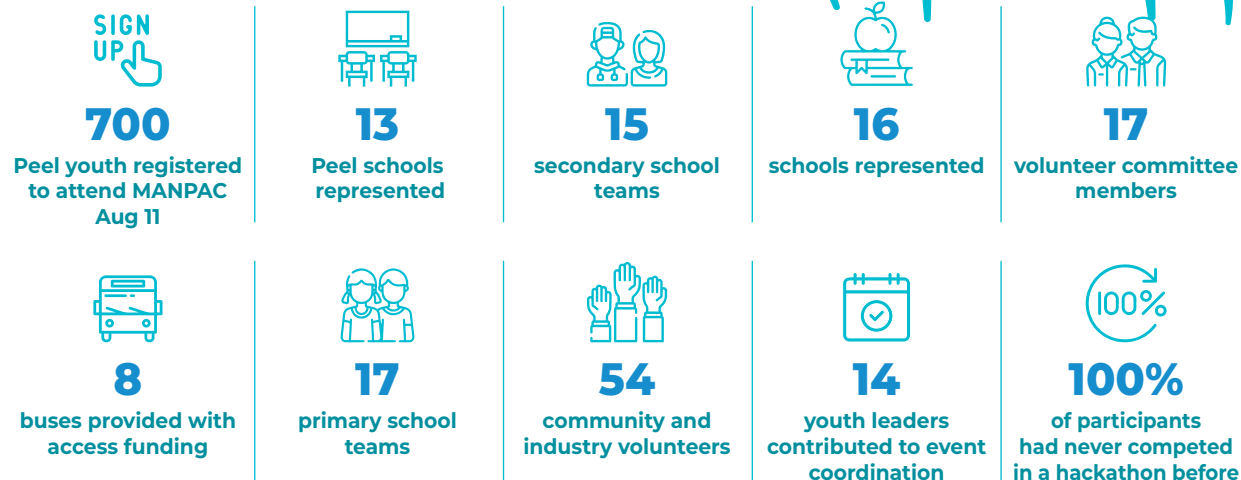


## Project in focus Great Southern Hackathon

In August 2023, the inaugural Great Southern Hackathon (GoSH) was hosted in Mandurah, evolving into Western Australia's largest STEM outreach event for youth. GoSH showcased the innovative potential of Peel's youth, offering a platform to explore future skills and pathways while promoting collaboration. Held at the Mandurah Performing Arts Centre (MANPAC), the event saw 700 local youth engage in tech and innovation activities.

Day 1 featured dynamic presentations from local and international experts, including Andrew Hannah on satellite technology and Sarah Cass on innovative energy solutions. Day 2 involved a hackathon where students tackled regional challenges such as environmental sustainability and climate action.

The Peel Development Commission proudly sponsored the event, aligning with the *Peel Regional Investment Framework's* goals to cultivate a skilled future workforce and promote innovation. GoSH's success paved the way for the event to be held again in 2024 and for GoSH to be rolled out to other regions, underscoring its impact on nurturing young talent and driving technological advancement.



**GoSH was overflowing with creative and innovative minds. I was so impressed with the level of team work, foresight and unfiltered thought processes. I learned so much from this cohort of under 12's. The future is bright!**

Kelly King, GoSH Judge





Regional Liveability (cont.)

Our activities

Maintaining and enhancing the Peel region’s appeal as a place to live, work, visit and invest is essential for sustaining our workforce and productivity. This past year, our support for regional liveability focused on funding community projects and events, driving the Bindjareb (Peel) District Leadership Group, and planning for future challenges in worker accommodation and aged care training.

Supported Shire of Boddington with funding for a business case, resulting in a \$500,000 grant from the Australian Government’s Growing Regions Program for the **Town Centre Revitalisation** project.

New **‘All Abilities Paddle Launch’** opened on the Serpentine River in Mandurah, part of the Peel-Harvey Estuary Trails Network.

Supported Shire of Boddington with funding for a business case to **expand their caravan park**, including new chalets.

Assisted the Shire of Serpentine Jarrahdale with needs and feasibility planning for the new **Byford Health Hub**, now underway after a \$40 million state investment. East Metropolitan Health Service and the Shire are currently working through the service model, market engagement, operational model and site investigations to complete the Project Definition Plan.

Thomas Dambo’s **Giants of Mandurah** injected \$64 million in visitor spending into the Peel region in its first year. Over 86,000 visitors from outside the region have spent nearly 350,000 nights in local accommodation to explore this Australian-exclusive installation.

Visit Mandurah and the City of Mandurah hosted the **2024 Perth Airport WA Tourism Conference** at the Mandurah Performing Arts Centre in June, co-sponsored by the Commission. This prestigious event boosted the local economy and welcomed 320 delegates who explored our beautiful destination through a tour program featuring local tourism operators Goolamwiin, Salt & Bush Eco Tours, The Bike Kiosk, Mandurah Cruises, Mandurah Boat Hire, Thorny Devil Brewery, and Beach Bites.



Giants of Mandurah.





The Commission is coordinating the delivery of the **\$8 million Peel Regional Trails project**, funded by the Australian Government through the Priority Community Infrastructure Program. Six projects will be developed across the Shires of Boddington, Murray, Serpentine Jarrahdale, Waroona, and the City of Mandurah.

Projects include:

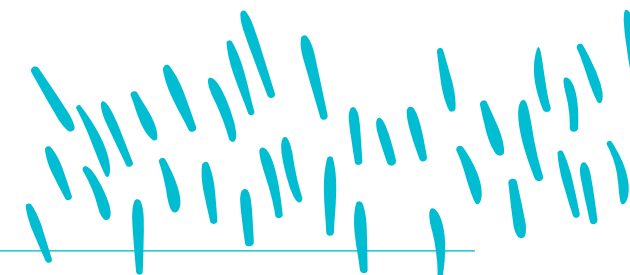
- New mountain bike trails in Boddington
- Trail upgrades in Dwellingup, including a new canoe launch site and Captain Fawcett 4WD Track upgrade
- Two horse trails in Jarrahdale
- Upgrade to the Lake Clifton Thrombolites boardwalk
- Construction of a sealed carpark and footpath in Jarrahdale
- Construction of a shared use trail in Waroona, accommodating walkers and cyclists.

Mandurah crowned **Australia's Top Tourism Town** at national awards coming off the heels of winning back-to-back gold in the WA Top Tourism Town awards in 2022 and 2023.

Contributed to community projects throughout the region via the **Small Grants Program**.

Dwellingup accredited as a **Trail Town** and crowned **Australia's Top Tiny Tourism Town** at the 2023 National Top Tourism Town Awards.

Supported the Innovation Design Entrepreneurship Academy (**IDEAcademy**) in opening a campus at FIPWA, providing an **alternative education and employment program** for young people aged 15–24.



Funded the **Children's University WA Partnership**, run by the University of Western Australia in the Peel region, expanding from 174 primary students in 2023 to over 280 students across 10 schools in 2024.

Sponsored the Shire of Serpentine Jarrahdale's Youth **"Skill Up" Program** that trained 46 young people with job ready skills.

The Shire of Serpentine Jarrahdale hosted their second annual **Career and Enterprise Expo** for students.







## Regional Liveability *(cont.)*

**Coolibah Care's training hub** opened in Mandurah with RED Grant funding supporting their innovative on-site training for students and staff.

**Dwellingup Community Village** was awarded a \$4.6 million grant to build 11 new social housing dwellings for older people, with six homes now completed.

Funded \$10,000 towards the **Dwellingup Health Hub**, to refurbish the Old Nursing Post at the Dwellingup Community Village to medical practice standards, enabling doctors and other health services to be provided in Dwellingup.

Supported by \$7.6 million in state government funding, the **Dawesville Community Centre** has begun construction to serve Mandurah's growing southern suburbs.

**Railside Park**, a multigenerational and multipurpose community space, opened in the Shire of Waroona thanks to a \$4.4 million dollar state government investment.

Celebrated the opening of the \$1.47 million **Ravenswood Community Centre** in the Shire of Murray, a high-quality hub for community gatherings, information sharing, and promoting healthy living.

Funded the Shire of Murray for an extensive engagement process advocating the development of the **Pinjarra Heritage Rail Precinct** and the re-establishment of the **Hotham Valley Tourist Rail network** from Pinjarra to Dwellingup.

Participated in the **Peel Capability Collaborative**, a group formed with representatives from industry, education, and employment services, supporting the delivery of the Commission's objectives for the **People of Peel: Human Capital Roadmap**.

Collaborated with City of Mandurah to produce a business case for 30 self-contained **affordable workforce accommodation** units to address workforce shortages in health, hospitality and community services, and to enhance the retention and attraction of students and trainees.

Grand opening, Preston Beach Access Improvements, Shire of Waroona.



Supported the **delivery of services for vulnerable and at-risk communities** through membership and chairing of the Bindjareb (Peel) District Leadership Group.

Facilitated Bindjareb **vulnerable families support pilot** with local provider Choyces, delivering a referral service for intensive case management and support. This project is part of the Peel Away the Mask Action Plan.

Attended the opening of the new **Preston Beach Access Improvements**, funded by a \$100,000 state government investment, providing all-abilities facilities, path access, new tables and seating, an accessible barbecue, play equipment for all abilities.



TRAINING +  
WORKFORCE

## Future focus Western Australian Centre for Aged Care Innovation (Training + Workforce)

An ageing population is driving unprecedented demand for health services in the Peel region with the aged care sector already experiencing the pressure of workforce shortages.

The Transform Mandurah Economic Opportunities Report highlighted eight key opportunities to revitalise Mandurah's economy, including the initiative to Build the Capacity of the Aged-Care Workforce (Opportunity 3).

The Peel Development Commission, together with the City of Mandurah, has led a comprehensive body of work over the past 18 months, developing cross-industry and cross-sector collaborations to identify problems and solutions.

The necessity and feasibility of a WA Aged Care Training and Workforce Centre of Innovation (COI) have been established through commissioned studies conducted by Faircloth McNair and Associates, which included a cost-benefit analysis by Pracsys.

A business case has been completed proposing the establishment of a COI in Mandurah,



with leadership provided by the proponent, Aged Care Research and Industry Innovation Australia (ARIIA).

ARIIA is an independent, not-for-profit organisation established in 2021 to lead the advancement of aged care workforce capability by promoting and facilitating innovation and research to improve the quality of aged care.

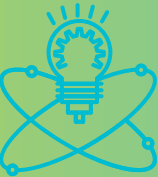
The COI, if funded, will address the training and workforce issues currently restraining the sector, aiming to build a skilled workforce that will meet the current and future demand for aged care in a timely manner.

## By 2031, WA will require 24,836 new aged care workers.



The proposed WA Aged Care Training and Workforce Centre of Innovation in Mandurah aims to address critical workforce challenges in the aged care sector with innovative approaches over a 5-year program of work.





# Economic Development, Diversification and Innovation

**Our goal:** Attract and develop Peel industries, including non-renewable sectors, businesses, and people that are diverse and globally competitive, contributing to a strong and diverse economy.

Local business EOS IT is leading the way in technology and cyber security solutions in the Peel region.



*Aligns with*  
**PEEL DEVELOPMENT COMMISSION'S THEMES**



**1.0**  
**THRIVING INDUSTRY**



**2.0**  
**AGRICULTURE & FOOD INNOVATION**



**3.0**  
**TOURISM EXCELLENCE**



**4.0**  
**CAPABLE PEOPLE**



**5.0**  
**STRONG & RESILIENT COMMUNITIES**



**6.0**  
**ORGANISATIONAL EXCELLENCE**



**WISE USE OF OUR ENVIRONMENT**



FIPWA: Boosting food production and innovation in WA.

## Project in focus

### Food Innovation Precinct Western Australia

The Peel region is emerging as a hub for agri-innovation and food production. The Commission, in partnership with the Shire of Murray and the Food Innovation Precinct Western Australia (FIPWA), is advancing an agrifood innovation ecosystem to support business growth, aligning with priorities outlined in our *Strategic Plan* and Peel Regional Investment Blueprint.

This year, the Commission secured \$450,000 to support the Shire of Murray's **Future Food Facility** Project. Funds supported a feasibility study of potential Food and Beverage opportunities and operators for the site, an EOI to seek industry partners, and site specific investigations to activate the 6,000 sqm site aiming to establish a commercial-scale food or beverage processing operation.

In February 2024, the \$12.2 million Sustainable Innovative Food Technology (SIFT) Centre

opened at FIPWA. Funded by DPIRD and operated by the Future Food Systems Co-operative Research Centre and Murdoch University, it features a high-pressure processing unit for cold pasteurisation among other common use food and beverage manufacturing equipment, and offers businesses a low-risk environment to scale production using advanced manufacturing equipment at subsidised rates.

Spinifex Brewing Co, part of FIPWA, shipped its first batch of beers to Peru providing a significant boost to the value-adding capability of the Western Australian agrifood and beverage sector. The opportunity with Peru involved extensive market research, and this milestone instills confidence in FIPWA's aspiration to carve out new markets for WA products.

### ARYZTA establishes presence in Peel region

In December 2023, global bakery ARYZTA announced its first WA facility at Peel Business Park — Nambeelup Kaadadjan. ARYZTA is developing a \$66 million bakery that will support 120 local jobs and boost WA's food processing capability. It will be a foundation agrifood tenant, aligning with the State Government's \$49 million **Transform Peel** Project, of which FIPWA is a key component. Transform Peel has attracted \$132 million in private investment, generated \$170 million in economic output, and supported 478 FTEs.







## Economic Development, Diversification and Innovation (cont.)

### Our activities

Over the year, we continued to make meaningful progress in developing a strong and diverse regional economy in Peel. Our activities focused on providing strategic direction for key industries, supporting local business to retain economic activity within the region, advocating for investment, and encouraging innovative practices to enhance the global competitiveness of Peel industries.

Our **Local Content Adviser** worked with Peel businesses to increase their involvement in supply or works contracting. The Commission actively supported local businesses with events and workshops to simplify government procurement and grant applications.

Promoted the **Local Capability Fund** to Peel businesses, which boosts the capability, capacity and competitiveness of small and medium-sized enterprises in WA. Four Peel businesses were successful in receiving funding in the last round, totalling over \$75,000.

Co-hosted the **Mandurah Regional Business Engagement Forum** on 29 February with the Department of Jobs, Tourism, Science and Innovation, providing valuable information and opportunities for Peel SMEs.

Since 1 July 2017, the total value of **local contracts** in the Peel region has been \$307.08 million. Of this, \$66.86 million has been awarded to local suppliers. There are currently 283 local suppliers in the region.



Proudly partnered with FIPWA and their industry representatives, to showcase Peel's agrifood industry at the **AgriFutures evokeAG Regional BBQ**. Joined by other Regional Commissions who were each represented at the BBQ, the event celebrated local food, drink and agri-innovation from across WA.

Peel's agrifood industry featured at AgriFutures evokeAG Regional BBQ.



Peel businesses can visit our website to learn more about local content.



Sponsored the CY O'Connor ERADE Village Foundation's **'Develop your own beef brand' workshop** where industry representatives shared insights on branding, farm-to-plate strategies and more.

Sponsored the **For Food Sake's Summit** hosted by Future Food Systems at Murdoch University, Perth, in February 2024. The event convened stakeholders from diverse sectors to delve into the critical role of collaboration in driving innovation in WA's agrifood sector.

Partnered with Peel Chamber of Commerce and Industry to explore the development of an **agritourism consumer experience** in the region, starting with a workshop and a long table lunch in February 2024 which was attended by 74 guests. The event featured local produce and discussions on international trade and market options with stakeholders, including representatives from international business councils and consulates.

Ten Peel agribusinesses have received over **\$82,000** in funding through Rounds 4 and 5 of **DPIRD's Agrifood and Beverage Voucher Program**. The vouchers can be used to engage consultants or technical experts to enhance growth and sustainability outcomes.

Co-funded \$30,000 towards the **Mandurah Dolphin Research Partnership** with Murdoch University over three years. To date, the activity has established a baseline for the number of dolphins in the Peel-Harvey Estuary dolphin community. For the remainder of 2024, monthly dolphin surveys will be conducted to calculate population demographic, including abundance, mortality and reproductive rates.

The Shire of Serpentine Jarrahdale hosted a forum on the future development of **West Mundijong industrial area**. Site works have commenced for the first stage of the subdivision.

Partnered with the City of Mandurah to deliver a number of projects and business cases as part of the **Transform Mandurah program**. Following a positive needs analysis and feasibility study, a business case has been developed proposing a WA Aged Care Training and Workforce Centre of Innovation in Mandurah. A business case proposing a Mandurah Affordable Workforce Development Accommodation is also complete, which outlines affordable accommodation in Mandurah for students, trainees and apprentices, as part of a coordinated workforce development strategy.

Funded the CY O'Connor ERADE Village Foundation to undertake an economic feasibility study of a **mobile abattoir** operation in the Peel region to explore how it could provide farmers with a more accessible means to control their supply chain and ensure provenance for producing premium, locally branded products.



Launched the **Peel Geotrail Drive** with Regional Development Minister Don Punch MLA at the Thrombolites at Lake Clifton. Funded by the Commission in partnership with Geoparks WA, the **Geotrail** signage aims to attract visitors and showcases the geological, natural, and cultural highlights of the Bindjareb region, supporting sustainable tourism and boosting local industry.





# Climate Resilience and Low Carbon Transition

**Our goal:** Driving wise use of our environment to ensure social and economic development balanced with conservation.

Goegrup Lake, Greenfields (Mandurah).

*Aligns with*

**PEEL DEVELOPMENT  
COMMISSION'S  
THEMES**



**1.0  
THRIVING  
INDUSTRY**



**2.0  
AGRICULTURE &  
FOOD INNOVATION**



**3.0  
TOURISM  
EXCELLENCE**



**4.0  
CAPABLE  
PEOPLE**



**5.0  
STRONG & RESILIENT  
COMMUNITIES**



**6.0  
ORGANISATIONAL  
EXCELLENCE**



**WISE USE  
OF OUR  
ENVIRONMENT**



## Project in focus

# Inaugural Peel Sustainability Conference

In June 2024, the Peel Development Commission, in partnership with the Peel Chamber of Commerce and Industry, co-sponsored the inaugural Peel Sustainability Conference. Held on 5 June at the FIPWA in Nambeelup, this event attracted 44 participants from the small business community for a day of presentations, panel discussions, and workshops.

The conference highlighted the importance of small, consistent steps towards sustainability. Expert speakers covered key topics such as waste management, water conservation, the carbon journey, and renewable energy, all reinforcing that sustainability is a shared responsibility.

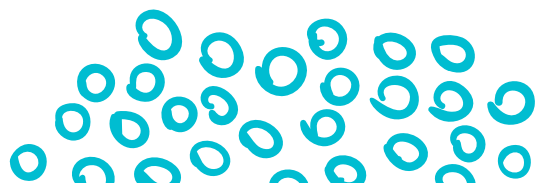
Participants left with actionable plans and a commitment to set targets for the next year. Feedback was positive, with an average rating of 7.8 out of 10, reflecting excellent engagement and appreciation of the content and educational opportunities provided. To maintain momentum, regular emails will be sent to attendees to keep the conversation going until next year's event.

The Commission acknowledges the Chamber for organising and hosting this event and thanks all participants for their engagement. We remain committed to supporting ongoing sustainability efforts and future events that promote collaboration and progress in the small business sector.

**Proudly Sponsored by:** Peel Development Commission, Cleanaway, Bendigo Bank, Shire of Murray, Evertrue Solutions.



Hon Darren West MLC, Parliamentary Secretary to the Minister for Energy, Environment, Climate Action, delivers opening address at the Peel Sustainability Conference.







## Climate Resilience and Low Carbon Transition *(cont.)*

### Our activities

A changing climate and the global transition to a low carbon economy present both risks and significant opportunities for diversification and job growth in the Peel region. The Commission's activities included a financial and technical contribution towards a comprehensive study of the region's water demands through to 2050 and collaboration with local stakeholders to protect the Peel-Harvey Waterways.

PHCC, with support from the Commission, prepared a business case seeking funding for a **10-year restoration program** to address the ecological deterioration of the Peel-Harvey Waterways. The system contributes approximately \$605 million annually to the WA economy.

The state government funded **Peel Water Research Infrastructure project** is nearing completion with PHCC taking delivery of two River Health Assessment Trailers, a Science Community Engagement trailer, a customised mobile lab, scientific equipment and a tiny lab on wheels being customised.

The City of Mandurah was awarded **Platinum Waterwise Council of the Year**.

Under the **Food Waste for Healthy Soils Fund**, C-Wise received \$5.75 million for construction of a new organic carbon recycling facility that will have the capacity to process 100,000 tonnes of household and commercial organic waste per year.



Serpentine River, Greenfields (Mandurah).





The **Peel Regional Water Supply Initiative**, funded by Peel Alliance, Peel Development Commission, DPIRD and Harvey Water, produced a technical evaluation of a range of water supply options to meet projected community, agricultural and industry demands through 2050. The study resulted in a unified outlook on the region's water requirements with local government snapshots developed for each local government area.

The Department of Water and Environmental Regulation applied phosphorus binding clays at selected sites in the Peel-Harvey estuary (Bindjareb Djilba) catchment to **prevent algal growth** in downstream waterways.

## Ministerial visit

Coordinated a Ministerial visit to Murray Engineering, which is revolutionising the electric vehicle (EV) charging landscape with its cutting-edge DC Fast-charging stations and chargers, set to transform how local governments and industries recharge EV's in the Peel region.



Regional Development Minister Don Punch MLA visits the Light Vehicle Workshop at Murray Engineering in Pinjarra, Shire of Murray, which services the mining industry across Australia.





# Aboriginal Empowerment and Prosperity

**Our goal:** Fuller participation of Aboriginal people in the region’s social and economic life working with Government and Aboriginal-led organisations to achieve this outcome.

Bank Stabilisation Planting at Lowlands Nature Reserve. Courtesy of PHCC.



*Aligns with*  
**PEEL DEVELOPMENT COMMISSION'S THEMES**



**1.0**  
**THRIVING INDUSTRY**



**2.0**  
**AGRICULTURE & FOOD INNOVATION**



**PEEL**  
**3.0**  
**TOURISM EXCELLENCE**



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**CAPABLE PEOPLE**



**5.0**  
**STRONG & RESILIENT COMMUNITIES**



**6.0**  
**ORGANISATIONAL EXCELLENCE**



**WISE USE OF OUR ENVIRONMENT**



## Project in focus

### Bindjareb District Leadership Group

Established in late 2022 and chaired by Peel Development Commission CEO Andrew Ward, the Bindjareb District Leadership Group (DLG) aims to enhance quality of life in the Bindjareb (Peel) region of Western Australia.

The DLG unites leaders from government, community, and Aboriginal organisations to address regional issues and leverage opportunities in education, safety, health, housing, and employment. As part of a statewide network of ten DLGs, it focuses on optimising service delivery and coordination.

Aligning efforts with community needs—housing, homelessness, education, and early childhood development—the DLG is committed to respecting and supporting the culture and aspirations of Aboriginal people in the Bindjareb region. It envisions improvements in reduced crime, better access to services, affordable housing, and increased job opportunities.



### DLG priority areas

1. Increased housing and homelessness service options across the region
2. Adequately resourced Family and Domestic Violence services
3. A well-resourced and functioning Family Support Network
4. A strong and capable Bindjareb Aboriginal Community Controlled Organisation (ACCO) sector
5. Matured DLG governance and advocacy efforts

### Key achievements and progress

- Completed business case for affordable workforce accommodation in Mandurah (30-bed units).
- Supported property Manager and community service workshop with 40 attendees to increase awareness of services available to prevent the loss of tenancy.

In March 2024, during the Bunuru season, the DLG met at the Murray Districts Aboriginal Association in Pinjarra, hosted by Karrie-Anne Kearing. The event included a property tour, homemade damper and an educational talk on the Noongar Six Seasons, depicted on painted poles at the site.

- Supporting housing proposals for people experiencing homelessness or family and domestic violence.
- Launched Bindjareb Vulnerable Families Trial with DLG funding, managed by Choyces for 12 months. The trial aims to divert families from the Child Protection system, with a case manager working with six families at a time and tracking unmet demand.
- Supporting Nidjalla Waangan Mia's transition to an Aboriginal Community Controlled Health Organisation with project officer support, including stakeholder engagement and securing \$100,000 in additional funding.
- Assisted Winjan Aboriginal Corporation in developing capacity to become an ACCO, including facilitating and funding a consultant for a Lotterywest grant application.





## Aboriginal Empowerment and Prosperity (cont.)

### Our activities

Partnerships and engagement with Aboriginal people, strong accountability and culturally responsive working will enable the Peel region to realise a 'future in which all Aboriginal people, families and communities are empowered to live good lives and choose their own futures from a secure foundation.'<sup>5</sup> This year, the Commission's work focused on supporting local Aboriginal corporations to build capacity and take control of their economic outcomes.

From 2017 to 2023, the **value of contracts awarded to Aboriginal businesses** in the Peel region was \$1.86 million, with 14 contracts granted. There are currently 19 Aboriginal suppliers based in the Peel region.

Winjan Aboriginal Corporation secured \$1.2 million in funding for the **Bindjareb Boodja Baldja Ranger Innovation Project**, to be delivered in partnership with other Aboriginal corporations in Waroona and Harvey.

The Commission supported **Winjan Aboriginal Corporation** to secure \$45,500 through the Native Seeds and Nursery Development grants program. The Commission has continued to support Winjan to deliver the project, investigate the feasibility of **native seed collection** and explore partnerships for mentorship and scientific support, aiming to establish an Aboriginal-owned and operated seed collection enterprise on Bindjareb country.



Winjan Bindjareb Boodja Rangers planting at Yunderup Island.

Worked closely with the region's **Aboriginal corporations, bodies, and groups**, and welcomed the incorporation of Boola Kep Aboriginal Corporation, which plans to attract funding to deliver community services.

Hosted a Public Sector Commission Solid Futures **Aboriginal Trainee**, offering formal training, paid employment, and support to complete a Certificate III in Government.

Supported Winjan Aboriginal Corporation in occupying the Serpentine River portion of the Keralup site (future Peel Regional Park), known as Lot 8,000, to **undertake cultural activities**.

<sup>5</sup> Aboriginal Empowerment Strategy — 2021–29





## Future Focus

### Peel Aboriginal Health Service transitions to First Nations ownership

The Minister for Regional Development has committed \$100,000 to Peel-based Nidjalla Waangan Mia Aboriginal Health Service as it transitions into an Aboriginal Community Controlled Health Organisation (ACCHO).

The existing health and wellbeing centre has been operating since 2010, with nearly 2,000 Aboriginal clients in the Bindjareb region, servicing Mandurah, Pinjarra, Waroona, and North Dandalup.

It provides culturally appropriate health services administered by GP down south, a not-for-profit community organisation based in Mandurah. Local Elders and GP down south have collaboratively determined that transitioning the service to an ACCHO is a timely move, improving self-determination and health outcomes for the Bindjareb community.

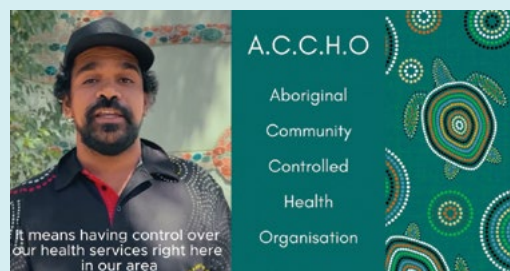
The proposed transition of Nidjalla Waangan Mia to an ACCHO aligns with the goals of the National Agreement on Closing the Gap, prioritising Aboriginal control over services delivered to Aboriginal and Torres Strait Islander people.



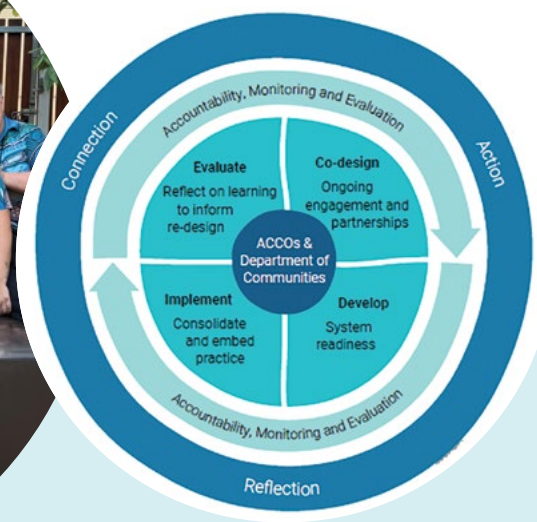
Nidjalla Waangan Mia staff.

There is a strong enthusiasm and readiness for this transition, which will lead to improved health outcomes and community empowerment for the Bindjareb community.

The Commission is supporting this process until the service can be transitioned to the newly formed Aboriginal Corporation.



Nidjalla Waangan Mia ACCHO Community video.



**“A local service will know the needs of our community, build confidence in Aboriginal people accessing the health services for themselves and their families, and improve health outcomes for Aboriginal families.”**

Community member





# Organisational Excellence

**Our goal:** Build an organisation that is recognised for outstanding governance and innovation in delivering regional development outcomes.

Peel Development Commission participates in a Regional Development Workshop, highlighting the success of the Great Southern Hackathon (GoSH).



*Aligns with*

**PEEL DEVELOPMENT  
COMMISSION'S  
THEMES**



**1.0**  
THRIVING  
INDUSTRY



**2.0**  
AGRICULTURE &  
FOOD INNOVATION



**3.0**  
TOURISM  
EXCELLENCE



**4.0**  
CAPABLE  
PEOPLE



**5.0**  
STRONG & RESILIENT  
COMMUNITIES



**6.0**  
ORGANISATIONAL  
EXCELLENCE



WISE USE  
OF OUR  
ENVIRONMENT

## Project in focus Internship and Trainee Programs

In 2024, the Peel Development Commission demonstrated its commitment to workforce development and facilitating school and industry partnerships by supporting two key internship and trainee programs. These internships offer professional growth for participants and provide the Commission with fresh perspectives and contributions.

This year, we welcomed two young employees starting their careers alongside their studies. Shauna Cohen, an Aboriginal Trainee through the Public Sector Commission's Solid Futures program, is gaining valuable experience and working towards a Certificate III in Government. Shauna shared, "It was a good opportunity for me to get out of my comfort zone and to learn something new in a welcoming work environment."

We also supported Tanaya Matovina, a Peel intern through UWA's McCusker Centre for Citizenship Internship Program, allowing her to engage with the community and apply her academic knowledge to real-world challenges. Tanaya said, "The McCusker internship has given me the chance to work with the community, showing me the impact of active contribution and social engagement." These initiatives reflect our dedication to creating a supportive environment

where varied talents can thrive, reinforcing our agency's commitment to a diverse and inclusive workplace.

### Workforce Inclusiveness

Research shows that valuing diversity and inclusion leads to greater staff satisfaction, better customer service outcomes, and improved decision-making and performance. Our approach ensures that all individuals are respected, connected, and empowered to contribute to our organisational success. We will continue to prioritise diversity and inclusiveness in our strategic plans.

**"This award-winning internship program is building the capacity of future generations to foster caring, connected and socially engaged citizens."**

McCusker Centre for Citizenship



Interns in the McCusker Centre for Citizenship program supported organisations in the Perth metropolitan area, Peel region and across regional WA.





Organisational Excellence (cont.)

# Our activities

Throughout 2023–24, organisational excellence remained an essential component of our work. Key themes included staff development and teamwork, strengthening stakeholder relationships, collaborating with other Regional Development Commissions, and providing access to regional information and services.



Delivered the **Peel Regional Investment Blueprint 5-Year Snapshot (2023)** outlining the region's priorities for the coming years and evaluating achievements and progress over the past five years against the Blueprint's goals and indicators. The June 2024 Scorecard highlights this year's achievements and future plans of regional stakeholders.

The Commission held the **State Budget Lunch with the Premier** on 10 May 2024 at Peel Thunder Football Club in Mandurah. Hosted by the Hon David Templeman MLA, the community event featured Premier Roger Cook presenting the 2024–25 budget and its impact on the Peel region.



Funded **31 projects and partnerships** to the value of over \$500,000.

Sponsored a fully-funded place in the **Curtin Ignition Program**, a week-long intensive course for aspiring entrepreneurs, academics and corporate innovators to develop and prepare business ideas for the commercial environment.



Visit our website to view and download the Commission's suite of publications.



Cultural Awareness training with George Walley.

Engaged in a half-day **Cultural Awareness training** with Bindjareb traditional owner and cultural knowledge holder George Walley. We explored the journey of the Noongar people, immersing ourselves in traditional Bushcraft, learning to make bush twine, and discovering the medicinal properties and practical uses of native plants and trees.

Regional Data Management Officer, Ben Robins was accepted as a committee member on the Institute of Public Administration Australia WA's (IPAA WA) **Young Professional Committee (YPC)**, a sub-committee of the IPAA WA Council. The YPC provides advice to Council on matters relating to young professionals and coordinates a professional development and networking program for Young Professionals across the WA public service.

Several Regional Development Officers from the Commission successfully completed the **Accredited Economic Practitioner** course with Economic Development Australia, a rigorous program that enhances the capacity of the economic development sector.

The Commission's Acting Director of Regional Development completed **Propel training** and Neurodiversity in the Workplace training. Propel is a 10-week virtual program designed to build capabilities and insights crucial for effective and dynamic leadership.

Our series of data snapshots, documents, and resources — created by the Commission in collaboration with agencies such as DPIRD — reflect our commitment to publishing consistent, co-branded **economic data and insights**.

Convened in February with colleagues from WA's nine Regional Development Commissions and DPIRD for the second annual **Regional Development Collaboration Workshop** in Busselton. The workshop emphasised collaboration, problem-solving, and exploring regional liveability, a key theme aligned with the WA Government's Regional Development Framework.



Regional Development Collaboration workshop.



## Organisational Excellence *(cont.)*

The Commission dedicated considerable resources to updating the **safety and security** of our network and processes, including connecting to the WA Government Security Operations Centre. This work continues the Commission's focus on governance, business continuity planning and **cyber security**.

Through an advertised EOI process, the Commission engaged a new Independent Chair for its **Audit and Risk Committee**, and two new board members were nominated and accepted to join the Committee.

The Commission welcomed **three new members to the Board** during 2023–24: Sharon James (CEO of Quambie Park), Cr Bob Pond (City of Mandurah) and Cr Mike Walmsley (Shire of Waroona). We also farewelled outgoing Chair David Doepel, who served on the Board since January 2020, and acknowledged the contributions of outgoing board members Rhys Williams and David Bolt.

Continued the review and revision of **internal policies and procedures to ensure** compliance and timeliness.

The Peel Development Commission was awarded Bronze for our 2022–23 Annual Report in Category 1 (Agencies with fewer than 100 FTEs) for excellence in annual reporting at the IPAA WA's 39th annual **W.S. Lonnie Awards**.

Published twice a year, **Peel Magazine** supports stakeholder communications and keeps businesses, organisations, and residents informed about regional and economic development opportunities, including grants, training and other initiatives. The magazine profiles local businesses and community organisations and introduces our staff, showcasing the team behind the Commission's work.



L–R: Peel Development Commission CEO Andrew Ward, Hon Don Punch MLA, and Pilbara Development Commission CEO Simon Taylor celebrate W.S. Lonnie Awards.



## Annual Client Survey

### What our stakeholders say

The survey provides insights into organisational effectiveness from our stakeholders' perspectives, lets us know what we are doing well and what we can do better.

Each year we ask our stakeholders to participate in a survey to let us know how we are performing. Findings from the survey are used to measure our achievement against our key performance indicators as outlined on page 78 of this report.

**We thank our stakeholders for taking the time to complete our annual survey for 2023–24.**

This year's survey was undertaken by Advantage Communications — Research.



**98.4%**

of stakeholders agreed that the Commission makes a **positive contribution to the economic development of the Peel region.**



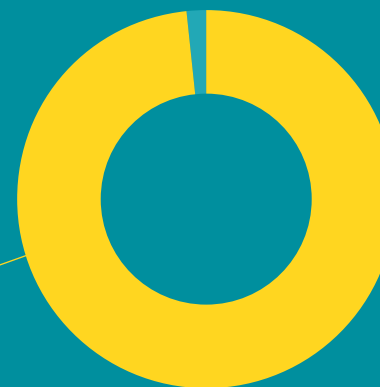
**96.9%**

of respondents said the Commission **promotes the region effectively.**



**92.2%**

of respondents agreed the Commission **facilitates regional initiatives** to develop new businesses.



**98.5%**

of respondents rated the Commission staff as **providing professional, timely and helpful advice.**



**96.1%**

of respondents felt the Commission **actively supports the growth of businesses** to increase job opportunities.



**88.1%**

of respondents felt the Commission **provides useful and timely information** about the Peel in a variety of ways.



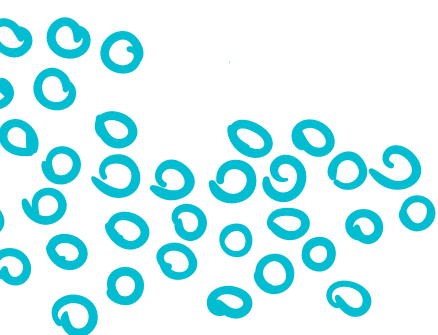


Organisational Excellence *(cont.)*

What our stakeholders say about us

**“Networking and building understanding of community expectations are beneficial outcomes which will draw me back again.”**

Attendee  
Budget Lunch with the Premier 2024



**“We greatly appreciate the work the PDC is doing to support access and participation in education opportunities for its residents. This is something we’d be keen to see continue as these skills have flow on benefits for economic and social development.”**

Stakeholder  
Client Satisfaction Survey 2024

**“Taking advantage of a precinct like the FIPWA to move up the value chain and value-add to the best quality produce to create higher value ingredient streams, is an amazing opportunity for the sector.”**

Nick Stamatou  
CEO & Co-founder, Whole





# Financials

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# 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	2024 Target <sup>1</sup> (\$000)	2024 Actual (\$000)	Variation <sup>2</sup> (\$000)	Explanation of variation
Total cost of services (expense limit) (sourced from Statement of Comprehensive Income)	2,510	3,801	(1,291)	Total cost of services is higher than budget mainly due to grants and subsidies expenses relating to Peel Regional Trails project.
Net cost of services (sourced from Statement of Comprehensive Income)	2,510	1,938	572	Net cost of services is higher than budget due to grants and subsidies expenses offset by additional revenue from the Commonwealth relating to Peel Regional Trails project.
Total equity (sourced from Statement of Financial Position)	210	1,341	1,131	Increase in equity aligned with the surplus for the year relating to the Commonwealth grants received for the Peel Regional Trails project.
Net increase / (decrease) in cash held (sourced from Statement of Cash Flows)	0	584	584	Net increase in cash mainly due to Commonwealth grants and contributions received for the Peel Regional Trails project offset by the expenditure relating thereto.
Approved salary expense level	258	256	2	Salary cap is in line with target.

<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	2024 Agreed limit (\$000)	2024 Target <sup>1</sup> /Actual <sup>2</sup> (\$000)	Variation (\$000)	Explanation of variation
Agreed working cash limit (at Budget)	33	33	N/A	N/A
Agreed working cash limit (at Actuals)	90	253	163	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, there has been an increase in cash of \$584k with cash at bank being \$1,133k as at 30 June 2024. The increase is mainly due to Commonwealth grants and contributions received for the Peel Regional Trails project.

## Grants — financial support

The following projects have been supported by the Regional Economic Development Grants program in 2023–24.

Company	Project	Amount (\$)
Groundswell Drivethru	Establishing a dedicated roasting and chocolate-making facility in Mandurah, with the beans used to manufacture freeze-dried coffee and milk products at FIPWA.	<b>150,000</b>
Honey West	Purchasing equipment to transition from wholesale to retail business and increase its pollination services in the Shire of Boddington.	<b>100,000</b>
Thorny Devil Brewing Company	Installing a canning line and additional brewery equipment, which will enable increased production capacity and efficiency.	<b>100,000</b>
Peel Tyre Service	Installing a heavy-duty wheel and tyre changing machine and creating an outdoor undercover work zone for agricultural and commercial operations. The project will support more timely servicing of large agricultural and commercial machinery.	<b>43,000</b>
Salt & Ember Glamping	Developing upscale camping accommodation featuring tastefully designed tents in natural surroundings with views of gum trees and vineyards, offering a new tourism product in the Peel region.	<b>30,000</b>





# Independent Auditor's Report

## Peel Development Commission

To the Parliament of Western Australia

## Report on the audit of the financial statements

### Opinion

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

- the statement of financial position as at 30 June 2024, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended
- notes comprising a summary of material accounting policies and other explanatory information.

In my opinion, the financial statements are:

- based on proper accounts and present fairly, in all material respects, the operating results and cash flows of the Peel Development Commission for the year ended 30 June 2024 and the financial position as at the end of that period
- in accordance with Australian Accounting Standards (applicable to Tier 2 Entities), the *Financial Management Act 2006* and the Treasurer's Instructions.

### Basis for opinion

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

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

### Other matter — prior period financial statements not audited

The financial statements audit of the Commission for the year ended 30 June 2023 was dispensed under section 14 of the *Auditor General Act 2006*. Consequently, the corresponding figures are unaudited. My opinion is not modified in respect of this matter.

### Responsibilities of the Board for the financial statements

The Board is responsible for:

- keeping proper accounts
- preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards (applicable to Tier 2 Entities), the *Financial Management Act 2006* and the Treasurer's Instructions
- such internal control as it determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

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

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

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



intentional omissions, misrepresentations or the override of internal control.

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

## Report on the audit of controls

### Opinion

I have undertaken a reasonable assurance engagement on the design and implementation of controls exercised by the Peel Development Commission. The controls exercised by the Peel Development Commission are those policies and procedures established to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities have been in accordance with the State's financial reporting framework (the overall control objectives).

In my opinion, in all material respects, the controls exercised by the Peel Development Commission are sufficiently adequate to provide reasonable assurance that the receipt, expenditure and investment of money, the acquisition and disposal of property and the incurring of liabilities have been in accordance with the State's financial reporting framework as at 30 June 2024.

### The Board's responsibilities

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

### Auditor General's responsibilities

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

An assurance engagement involves performing procedures to obtain evidence about the suitability of the controls design to achieve the overall control objectives and the implementation of those controls. The procedures selected

depend on my judgement, including an assessment of the risks that controls are not suitably designed or implemented as designed. My procedures included testing the implementation of those controls that I consider necessary to achieve the overall control objectives.

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

### Limitations of controls

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





Independent Auditor’s Report (cont.)

Report on the audit of the key performance indicators

Opinion

I have undertaken a reasonable assurance engagement on the key performance indicators of the Peel Development Commission for the year ended 30 June 2024. The key performance indicators are the Under Treasurer-approved key effectiveness indicators and key efficiency indicators that provide performance information about achieving outcomes and delivering services.

In my opinion, in all material respects, the key performance indicators of the Peel Development Commission are relevant and appropriate to assist users to assess the Commission’s performance and fairly represent indicated performance for the year ended 30 June 2024.

Other matter — prior period key performance indicators not audited

The key performance indicators audits of the Commission for the year ended 30 June 2022 and 30 June 2023 were dispensed under section 14 of the Auditor General Act 2006. Consequently, the results for the financial year 2021–22 and 2022–23 are unaudited. My opinion is not modified in respect of this matter.

The Board’s responsibilities for the key performance indicators

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

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

Auditor General’s responsibilities

As required by the Auditor General Act 2006, my responsibility as an assurance practitioner is to express an opinion on the key performance indicators. The objectives of my engagement are to obtain reasonable assurance about whether the key performance indicators are relevant and appropriate to assist users to assess the entity’s performance and whether the key performance indicators are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes my opinion.

I conducted my engagement in accordance with Standard on Assurance Engagements ASAE 3000 Assurance Engagements Other than Audits or Reviews of Historical Financial Information issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements relating to assurance engagements.

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

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



### **My independence and quality management relating to the report on financial statements, controls and key performance indicators**

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

### **Other information**

Those charged with governance are responsible for the other information. The other information is the information in the entity's annual report for the year ended 30 June 2024, but not the financial statements, key performance indicators and my auditor's report.

My opinions on the financial statements, controls and key performance indicators do not cover the other information and accordingly I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, controls and key performance indicators my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and key performance indicators or my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I did not receive the other information prior to the date of this auditor's report. When I do receive it, I will read it and if I conclude that there is a material misstatement in this information, I am required to communicate the matter to those charged with governance and request them to correct the misstated information. If the misstated information is not corrected, I may need to retract this auditor's report and re-issue an amended report.

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

This auditor's report relates to the financial statements and key performance indicators of the Peel Development Commission for the year ended 30 June 2024 included in the annual report on the Commission's website. The Commission's management is responsible for the integrity of the Commission's website.

This audit does not provide assurance on the integrity of the Commission's website. The auditor's report refers only to the financial statements, controls and key performance indicators described above. It does not provide an opinion on any other information which may have been hyperlinked to/from the annual report. If users of the financial statements and key performance indicators are concerned with the inherent risks arising from publication on a website, they are advised to contact the entity to confirm the information contained in the website version.

### **Carly Meagher**

Acting Senior Director Financial Audit

Delegate of the Auditor General for Western Australia

Perth, Western Australia

22 July 2024





# Certification of Financial Statements

For the financial year ended 30 June 2024

The accompanying financial statements of the Peel Development Commission have been prepared in compliance with the provisions of the *Financial Management Act 2006* from proper accounts and records to present fairly the financial transactions for the financial year ended 30 June 2024 and the financial position as at 30 June 2024.

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.

**Mark Griffiths**  
Chief Finance Officer  
22 July 2024

**Andrew Ward**  
Chief Executive Officer  
22 July 2024

**Michelle Sidebottom**  
Deputy Chair of the Board  
22 July 2024



# Financial Statements

## Statement of Comprehensive Income

For the year ended 30 June 2024

	Notes	2024 \$'000	2023 \$'000
<b>COST OF SERVICES</b>			
<i>Expenses</i>			
Employee benefits expense	2.1(a)	292	299
Supplies and services	2.3	2,357	2,107
Grants and subsidies	2.2	1,106	150
Other expenses	2.3	46	32
<b>Total cost of services</b>		<b>3,801</b>	2,588
<i>Income</i>			
Commonwealth grants	3.2	1,600	-
Other income	3.3	263	-
<b>Total income</b>		<b>1,863</b>	-
<b>NET COST OF SERVICES</b>		<b>1,938</b>	2,588
<i>Income from State Government</i>			
Income from other public sector entities	3.1	647	742
Resources received	3.1	1,977	1,886
<b>Total income from State Government</b>		<b>2,624</b>	2,628
<b>SURPLUS FOR THE PERIOD</b>		<b>686</b>	40
<b>TOTAL COMPREHENSIVE INCOME FOR THE PERIOD</b>		<b>686</b>	40

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



Financial Statements *(cont.)*

## Statement of Financial Position

As at 30 June 2024

	Notes	2024 \$'000	2023 \$'000
<b>ASSETS</b>			
<i>Current Assets</i>			
Cash and cash equivalents	5.1	253	549
Restricted cash and cash equivalents	5.1	880	-
Receivables	4.1	196	73
<b>Total Current Assets</b>		<b>1,329</b>	622
<i>Non-Current Assets</i>			
Amounts receivable for services	4.2	134	134
<b>Total Non-Current Assets</b>		<b>134</b>	134
<b>TOTAL ASSETS</b>		<b>1,463</b>	756
<b>LIABILITIES</b>			
<i>Current Liabilities</i>			
Payables	4.3	28	16
Employee related provisions	2.1(b)	94	85
<b>Total Current Liabilities</b>		<b>122</b>	101
<b>TOTAL LIABILITIES</b>		<b>122</b>	101
<b>NET ASSETS</b>		<b>1,341</b>	655
<b>EQUITY</b>			
Contributed equity		138	138
Accumulated surplus		1,203	517
<b>TOTAL EQUITY</b>		<b>1,341</b>	655

Statement of Financial Position should be read in conjunction with the accompanying notes.



## Statement of Changes in Equity

For the year ended 30 June 2024

	Notes	Contributed equity \$'000	Accumulated surplus \$'000	Total equity \$'000
<b>Balance at 1 July 2022</b>		138	477	615
Surplus		-	40	40
Total comprehensive income for the period		-	40	40
<b>Balance at 30 June 2023</b>		138	517	655
<b>Balance at 1 July 2023</b>		<b>138</b>	<b>517</b>	<b>655</b>
Surplus		-	<b>686</b>	<b>686</b>
Total comprehensive income for the period		-	<b>686</b>	<b>686</b>
<b>Balance at 30 June 2024</b>		<b>138</b>	<b>1,203</b>	<b>1,341</b>

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





## Financial Statements (cont.)

## Statement of Cash Flows

For the year ended 30 June 2024

	Notes	2024 \$'000	2023 \$'000
<b>CASH FLOWS FROM STATE GOVERNMENT</b>			
Funds from other public sector entities		497	695
<b>Net cash provided by State Government</b>		497	695
<i>Utilised as follows:</i>			
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<i>Payments</i>			
Employee benefits		(283)	(290)
Supplies and services		(382)	(206)
Grants and subsidies		(1,106)	(150)
GST payments on purchases		(73)	(39)
Other payments		(31)	(37)
<i>Receipts</i>			
Commonwealth grants and contributions		1,600	-
GST receipts on sales		27	4
GST receipts from taxation authority		31	35
Other receipts		304	-
<b>Net cash used in operating activities</b>		87	(683)
<b>Net increase in cash and cash equivalents</b>		584	12
<b>Cash and cash equivalents at the beginning of the period</b>		549	537
<b>CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD</b>	5.1	1,133	549

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 2024

## 1. Basis of preparation

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

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

These annual financial statements were authorised for issue by the Accountable Authority of the Commission on 22 July 2024.

### Statement of compliance

The financial statements constitute general purpose financial statements that have been prepared in accordance with Australian Accounting Standards — Simplified Disclosures, the Framework, Statement of Accounting Concepts and other authoritative pronouncements of the Australian Accounting Standards Board as applied by Treasurer's Instructions. Several of these are modified by Treasurer's Instructions to vary application, disclosure, format and wording.

The Act and Treasurer's Instructions are legislative provisions governing the preparation of financial statements and take precedence over Australian Accounting Standards, the Framework, Statement of Accounting Concepts and other authoritative pronouncements of the Australian Accounting Standards Board. Where modification is required and has had a material or significant financial effect upon the reported results, details of that modification and the resulting financial effect are disclosed in the notes to the financial statements.

## Basis of preparation

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

### Accounting of Goods and Services Tax (GST)

Income, expenses and assets are recognised net of the amount of goods and services tax (GST), except that the:

- a. amount of GST incurred by the Agency as a purchaser that is not recoverable from the Australian Taxation Office (ATO) is recognised as part of an asset's cost of acquisition or as part of an item of expense; and
- b. receivables and payables are stated with the amount of GST included.

Cash flows are included in the Statement of cash flows on a gross basis. However, the GST components of cash flows arising from investing and financing activities which are recoverable from, or payable to, the ATO are classified as operating cash flows.

### 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.





## Notes to the Financial Statements (cont.)

### Comparative figures

Except when an Australian Accounting Standard (AAS) permits or requires otherwise, comparative information is presented in respect of the previous period for all amounts reported in the financial statements.

### 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.

## 2. Use of Our Funding

### 2.1 Expenses incurred in the delivery of services

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

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

### 2.1.a Employee benefits expenses

	2024 \$'000	2023 \$'000
Employee benefits	258	262
Superannuation — defined contribution plans	34	33
Other related expenses	-	4
<b>Total employee benefits expenses</b>	<b>292</b>	<b>299</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.

### 2.1.b Employee related provisions

	2024 \$'000	2023 \$'000
<b>CURRENT</b>		
<i>Employee benefits provisions</i>		
Annual leave	28	31
Long service leave	65	53
	<b>93</b>	<b>84</b>
<i>Other provisions</i>		
Employment on-costs	1	1
<b>Total current employee related provisions</b>	<b>94</b>	<b>85</b>
<b>Total non-current employee related provisions</b>	<b>-</b>	<b>0</b>
<b>Total employee related provisions</b>	<b>94</b>	<b>85</b>



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

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

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

**Long service leave liabilities:** Unconditional long service leave provisions are classified as current liabilities as the Commission does not have an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period.

Pre-conditional and conditional long service leave provisions are classified as non-current liabilities because the Commission has an unconditional right to defer the settlement of the liability until the employee has completed the requisite years of service.

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

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

Employment on-costs, including workers' compensation insurance, are not employee benefits and are recognised separately as liabilities and expenses when the employment to which they relate has occurred. Employment on-costs are included as part of 'other expenses, Note 2.2 (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'.

	2024 \$'000	2023 \$'000
<i>Employment on cost provision</i>		
Carrying amount at start of period	1	2
Additional/(reversals of) provisions recognised	-	(1)
<b>Carrying amount at start and end of period</b>	<b>1</b>	<b>1</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 payment.

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.



## Notes to the Financial Statements (cont.)

### 2.2 Grants and subsidies

	2024 \$'000	2023 \$'000
Non Public organisations	196	-
Public sector organisations	515	-
Local Government agencies	395	150
<b>Total recurrent grants and subsidies</b>	<b>1,106</b>	150

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

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

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

### 2.3 Other expenditure

	2024 \$'000	2023 \$'000
<i>Supplies and services</i>		
Board fees	63	72
Consultants and contractors	296	132
Consumables	12	8
Travel	9	9
Resources provided free of charge by DPIRD <sup>(a)</sup>	1,977	1,886
<b>Total supplies and services expense</b>	<b>2,357</b>	2,107
<i>Other expenses</i>		
Donations and sponsorships	17	35
Internal audit fees	14	-
Other expenses	15	(3)
<b>Total other expenses</b>	<b>46</b>	32
<b>Total other expenditure</b>	<b>2,403</b>	2,139

<sup>(a)</sup> Support Services provided by Department of Primary Industries and Regional Development (DPIRD) to support the Commission in the fulfilment of its statutory functions and obligations under the *Regional Development 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
Commonwealth grants	3.2
Other income	3.3

#### 3.1 Income from State Government

	2024 \$'000	2023 \$'000
<i>Income received from other public sector entities during the period:</i>		
• Department of Primary Industries and Regional Development — operational funding	497	742
• Department of Communities	150	-
<b>Total grants and subsidies</b>	<b>647</b>	<b>742</b>
<i>Resources received from other public sector entities during the period:</i>		
• Services received free of charge <sup>(a)</sup>	1,977	1,886
<b>Total resources received</b>	<b>1,977</b>	<b>1,886</b>
<b>Total income from State Government</b>	<b>2,624</b>	<b>2,628</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 *Regional Development Act 1993*. See note 2.3 Other expenditure.

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

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

#### 3.2 Commonwealth Grants

	2024 \$'000	2023 \$'000
Recurrent grants	1,600	-

**Recurrent grants** from the Commonwealth are recognised as income when the grants are receivable.

#### 3.3 Other income

	2024 \$'000	2023 \$'000
Other sundry income	97	-
Return of unspent grant monies	166	-
<b>Total other income</b>	<b>263</b>	<b>-</b>



## Notes to the Financial Statements *(cont.)*

### 4. 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:

#### 4.1 Receivables

	2024 \$'000	2023 \$'000
Trade receivables	171	48
GST receivable	25	25
<b>Total current receivables</b>	<b>196</b>	<b>73</b>

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

#### 4.2 Amounts receivable for services *(Holding Account)*

	2024 \$'000	2023 \$'000
<b>Non-current balance at end of period</b>	<b>134</b>	<b>134</b>

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

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

### 4.3 Payables

	2024 \$'000	2023 \$'000
Trade payables	17	16
Other payables	6	-
Accrued salaries	5	-
<b>Total current payables</b>	<b>28</b>	<b>16</b>

Payables are recognised at the amounts payable when the Commission becomes obliged to make future payments as a result of a purchase of assets or services. The carrying amount is equivalent to fair value, as settlement is generally within 15–20 days.



## 5. 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	5.1
Capital commitments	5.2

### 5.1 Cash and cash equivalents

	2024 \$'000	2023 \$'000
Commonwealth funding	880	-
<b>Total restricted cash and cash equivalents</b>	<b>880</b>	-
<b>Non-restricted cash and cash equivalents</b>	<b>253</b>	549
<b>Total cash and cash equivalents</b>	<b>1,133</b>	549

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.

### 5.2 Capital commitments

There are no known capital expenditure commitments, being contracted capital expenditure additional to the amounts reported in the financial statements (2023: None).

## 6. Financial instruments and contingencies

	Note
Financial instruments	6.1
Contingent assets and contingent liabilities	6.2

### 6.1 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:

	2024 \$'000	2023 \$'000
<b>Financial assets</b>		
Cash and cash equivalents	1,133	549
Financial assets at amortised cost <sup>(a)</sup>	305	182
<b>Total financial assets</b>	<b>1,438</b>	731
<b>Financial liabilities</b>		
Financial liabilities at amortised cost <sup>(b)</sup>	28	16
<b>Total financial liabilities</b>	<b>28</b>	16

<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).

### 6.2 Contingent assets and contingent liabilities

Contingent assets and contingent liabilities are not recognised in the statement of financial position but are disclosed and, if quantifiable, are measured at the best estimate and are presented inclusive of GST receivable or payable respectively.

There were no contingent assets or contingent liabilities which would affect the Commission at the end of June 2024 (2023: None).





## Notes to the Financial Statements (cont.)

### 7. 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	7.1
Key management personnel	7.2
Related party transactions	7.3
Related bodies	7.4
Affiliated bodies	7.5
Special purpose accounts	7.6
Remuneration of auditors	7.7
Supplementary financial information	7.8
Explanatory statement	7.9

#### 7.1 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.

#### 7.2 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:

	2024	2023
<b>Compensation band (\$)</b>		
<b>Compensation of members of the accountable authority</b>		
50,001 – 60,000	1	1
0 – 10,000	5	6
<b>Compensation of senior officers</b>		
250,001 – 300,000	1	1
200,001 – 250,000	-	1
150,001 – 200,000	1	-
	<b>2024 \$'000</b>	<b>2023 \$'000</b>
<b>Total compensation of senior officers</b>	<b>511</b>	<b>305</b>

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



### 7.3 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.

### 7.4 Related bodies

The Commission had no related bodies during the reporting period.

### 7.5 Affiliated bodies

The Commission had no affiliated bodies during the reporting period.

### 7.6 Special purpose accounts

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

### 7.7 Remuneration of auditors

Remuneration paid or payable to the Auditor General in respect of the audit for the current financial year is \$35,000 (2023:nil as the Auditor General dispensed with the audit for the years ended 30 June 2023 and 30 June 2022 under section 14 of the *Auditor General Act 2006*).

### 7.8 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.

### 7.9 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

We 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 2024.

**Michelle Sidebottom**  
Deputy Chair  
22 July 2024

**Andrew Ward**  
Chief Executive Officer  
22 July 2024

## 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> Diversifying the Western Australian economy, creating local jobs for the future.	Development and promotion of the Peel region	Regional Development
<b>Safe, Strong, and Fair communities:</b> Supporting our local regional communities to thrive.		





## Key Effectiveness Indicators

The key effectiveness indicator measures the extent to which the Commission is effective and makes a positive contribution to the economic and social development of the Peel region.

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. 193 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 129 completed surveys were obtained from this client contract list (a response rate of 67%) 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 +/- 4.98% at the 95% confidence level.

Efficiency Indicator Desired outcome: Development and promotion of the Peel region	Actual 2021	Actual 2022	Actual 2023	Target 2024	Actual 2024
Client satisfaction with contribution to the region's economic base	88%	86%	97%	85%	98%

Source: Advantage Communications Research

## Key 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	Actual 2021	Actual 2022	Actual 2023	Target <sup>2</sup> 2024	2023-24 Actual
Average cost <sup>1</sup> per hour	\$104	\$122	\$132	\$131	\$126

<sup>1</sup> Operating cost information is sourced from the Statement of Comprehensive Income total cost of service excluding grants and subsidies.

<sup>2</sup> The target average cost per hour is an estimated figure based on budgeted expenditure and staffing levels.

The Commission's budget is directed to numerous output focused projects supporting the economic and social development of the Peel region. The commission continually seeks external funding sources and networking partners to enhance projects scope and effectiveness.

## Comments

The Commission's Key Efficiency Indicator was within target.



# Other statutory information

## Ministerial directives

No Ministerial directives were received during the reporting period.

# Other financial disclosures

## Employment and industrial relations

### Staff Profile

	As at 30 June 2023	As at 30 June 2024
Full time permanent	7.0	6.78
Part time permanent	1.59	1.34
Full time contract	2.0	1.12
Part time contract	0.4	1.93
Part time casual	0.0	0.00
<b>Total (FTE)</b>	<b>10.99</b>	<b>11.17</b>



# Governance disclosures

## 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	3/3	29/01/2018 – 31/12/2020 31/12/2020 – 31/12/2021 29/11/2021 – 31/12/2024 *resigned 24/01/24
Dave Bolt — Member	3/3	01/01/2022 – 31/12/2023
Sue Daley — Member	5/6	01/12/2021 – 31/12/2024
Michelle Sidebottom — Member and Deputy Chair	6/6	10/09/18 – 30/06/2021 01/07/2021 – 30/06/2024
Adwoa Abban Dwumfour — Member	1/1	01/01/2022 – 30/06/2023 *extended to 25/08/2023
Bob Pond — Member	1/2	22/04/2024 – 31/12/2026
Mike Walmsley — Member	2/2	22/04/2024 – 31/12/2026
Sharon James — Member	1/2	26/02/2024 – 31/12/2026
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	12 months	47,099
Rhys Williams	Stipend & Sitting Fees	7 months	5,588
Michelle Sidebottom	Stipend & Sitting Fees	12 months	4,631
Sue Daley	Sitting Fees	12 months	2,404
David Bolt	Sitting Fees	6 months	2,069
Adwoa Abban Dwumfour	Sitting Fees	2 months	1,025
Andrew Ward	Nil	12 months	-
Peter Cooke^	Nil	6 months	-
Sharon James	Nil	4 months	-
Bob Pond	Nil	2 months	-
Mike Walmsley	Nil	2 months	-
<b>Total</b>			<b>62,816</b>

^ 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)	4,998
	Survey Monkey	258
Polling organisations	-	Nil
Direct mail organisations	Mailchimp	1,442
	Australia Post	1,633
Media advertising organisations	Eventbrite	36
<b>Total</b>		<b>8,367</b>

## 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.



## 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. The Commission is included under the umbrella of the overarching Department of Primary Industries and Regional Development (DPIRD) *Access and Inclusion Plan 2024–29*. The 5-year plan highlights our department's commitment to creating an inclusive environment for all employees and stakeholders, including people with a disability.

The plan includes a range of strategies to improve access to our information, services and facilities for clients and all staff under 7 outcome areas. This new plan builds on the achievements of our inaugural Disability access and inclusion plan 2018–23, in support of our commitment to continuous improvement. Importantly, it recognises the need to approach access and inclusion from a more holistic perspective. It looks at the many factors, including disability, that can affect a person's ability to access our services and feel included.

The DPIRD *Access and Inclusion Plan 2024–29* outlines the following outcomes:

1. People with disability have the same opportunities as other people to access the services of, and events organised by DPIRD and the Regional Development Commissions.
2. People with disability have the same opportunities as other people to access DPIRD and Regional Development Commission buildings and facilities.
3. People with disability can readily receive and access information from DPIRD and the Regional Development Commissions in an appropriate format that suits their needs.
4. People with disability receive the same level and quality of service as other people from DPIRD and the Regional Development Commissions.
5. People with disability have the same opportunities as other people to make complaints to DPIRD and the Regional Development Commissions.
6. People with disability have the same opportunities as other people to participate in any public consultation conducted by DPIRD and the Regional Development Commissions.
7. People with disability have the same opportunities as other people to obtain and maintain employment with DPIRD and the Regional Development Commissions.

A copy of the DPIRD *Access and Inclusion Plan 2024–29* can be found on the Commission's website and intranet.



Other legal requirements (cont.)

Compliance with Public Sector Standards and ethical codes

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

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

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

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





# 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, the 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 Interests, 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.

## 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 1987* by adopting relevant DPIRD corporate policies and procedures and providing training for relevant staff. In the event of a work related injury or illness, the Commission is committed to assisting injured workers to return to work as soon as medically appropriate. Whenever possible, suitable duties will be arranged internally having regard for the injured worker's medical capabilities.

	Target 2022	Actual 2022	Target 2023	Actual 2023	Target 2024	Actual 2024
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%







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