



Peel Development Commission

Annual Report
2024-25



Contact

45 Mandurah Terrace
(PO Box 543)
Mandurah WA 6210

P: 08 9535 4140
E: peel@peel.wa.gov.au
peel.wa.gov.au



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Design: Redtail Graphic Design.



Welcome to the Peel Development Commission Annual Report 2024–25

This annual report has been produced for our stakeholders to describe the operational, financial and service performance of Peel Development Commission for the 2024–25 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.

Formats

To reduce printing costs and environmental impact, this report has been published in an electronic form. It is available to download, in PDF format, from our website.

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

This report is available in different formats on request. If you would like a printed copy of the report, please contact our office on **(08) 9535 4140** or send us an email via peel@peel.wa.gov.au

Feedback

Making our annual report transparent, accurate and relevant is important to us, so we'd like to know what you think. To share your feedback on this report, please contact us on **(08) 9535 4140** or send us an email via peel@peel.wa.gov.au.

Acknowledgement of Country

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

The Noongar Nation is part of the many different Aboriginal and Torres Strait Islander Nations in the Boodja we know as Australia. We acknowledge their 60,000 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.



Annual report feature artwork

The Peel Development Commission engaged local Noongar artist and storyteller, Bianca Wilder, to create an artwork specific to the Bindjareb region celebrating cultural heritage and the diverse waterways of our region.

We are honoured to have licensed this year's Annual Report feature artwork.

About the artist

Ms Wilder has been painting for about 29 years as both a release from stress and a way to strengthen her family's ties to her heritage.

About the artwork

"djerpin yarken djibadjoboliny"

Meaning fresh water turtles swimming happy through healthy waters.

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PROGRESSIVE
PROSPEROUS
DYNAMIC

Statement of Compliance

To the Hon Stephen Dawson MLC

Minister for Regional Development; Ports; Science and Innovation; Medical Research; Kimberley

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 2025.

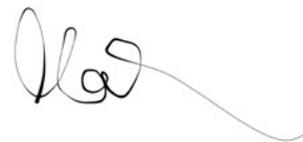
The Peel Development Commission was established under the *Regional Development Commissions Act 1993*.

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*
- *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.

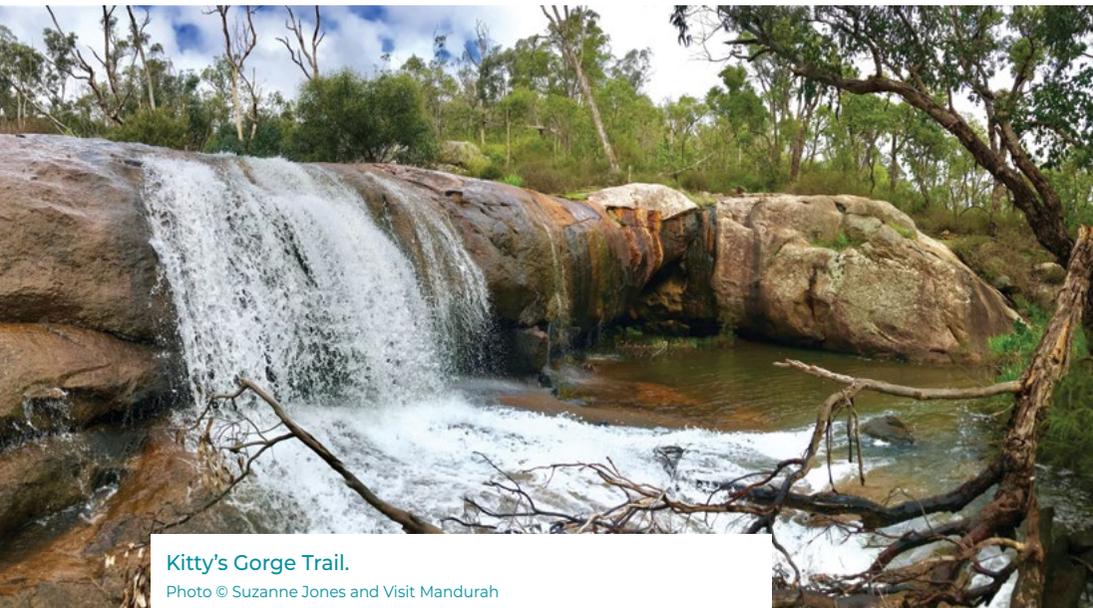
At the date of signing, we are not aware of any circumstances which would render the particulars in this statement misleading or inaccurate.



Myrianthe Riddy
Chair
4 September 2025



Andrew Ward
Chief Executive Officer
4 September 2025



Kitty's Gorge Trail.
Photo © Suzanne Jones and Visit Mandurah

Overview

Chair's foreword

I am delighted to present my first Annual Report as Chair of the Peel Development Commission Board. It is a privilege to support the continued economic and social development of the Peel region, a region rich in opportunity, culture and innovation.



Key highlights include our coordination of the \$8 million *Peel Regional Trails Project*, and our role in progressing the *Murray Future Food Facility* and investment attraction at the Peel Business Park. These projects are not only creating jobs and boosting local economies but also enhancing liveability and access to services.

Through the work of the Commission, we strengthened regional liveability by working with government and industry with the aim to improve aged care services and housing options. We supported family and youth programs, and promoted inclusive tourism, building vibrant, connected and resilient Peel communities.

The Commission proudly advanced Aboriginal empowerment through business capability initiatives across the region. In climate resilience, we supported development of PHCC's *Healing Bilya* Business Case.

A fundamental role of the Board is ensuring strong governance.

The 2024–25 financial year saw the Commission deliver outstanding results across its strategic focus areas including strengthening capability, delivering outcomes, and driving innovation. As the Peel region continues to grow, the Commission's work has played a central role in connecting communities, enabling investment, and empowering local businesses and industries.

Throughout the year, the Board reviewed key policies, strengthened our risk framework, and supported the agency's strategic planning process. I sincerely thank my fellow Board members and Commission staff for their dedication, insight, and shared passion for Peel's future.

Collaboration remains a cornerstone of our success. From local governments to Aboriginal organisations, community groups to global industry leaders, the Commission's ability to broker partnerships and enable transformative projects is core to our mission.

Looking ahead, the Commission will continue to champion regional priorities, advocate for infrastructure and investment, and support inclusive, sustainable development. We are committed to advancing the *WA Regional Development Framework's vision*—building a thriving region known for its resilient communities, vibrant industries, and rich cultural heritage.

On behalf of the Board, I thank our partners, stakeholders, and the Peel community for their continued trust and collaboration. Together, we are creating a stronger, more connected and prosperous future for the region.

Myrianthe Riddy
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.



During the reporting year, the state government announced the recipients of Round 7 of the Regional Economic Development (RED) Grants, supporting regional job creation in manufacturing, agribusiness, hospitality, tourism, environment, allied health, and recreation sectors. 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 Waalitj Business Builder.

Our commitment to regional liveability included coordination of Peel regional trails and supporting vulnerable families with the Bindjareb Vulnerable Families trial.

We sponsored the inspiring UWA Children's University program with 176 students from 10 local partner schools graduating.

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.

Progress was made in relation to driving a low carbon future with funding a feasibility study for a Peel C&D waste recovery and our goal of driving wise use of our environment was supported with significant work into the Peel-Harvey Waterways Healing Bilya Business Case.

In relation to achieving organisational excellence, our annual client survey results were excellent, reflecting stakeholders' positive perceptions of the Commission's work. An impressive 87.9% agreed that the Commission makes a positive contribution to the economic development of the Peel region, and 89.4% rated our staff as providing professional, timely, and helpful advice.

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.

These achievements would not be possible without the dedication and professionalism of our staff. Their commitment to excellence, responsiveness, and collaboration has been instrumental in delivering the Commission's outcomes and driving positive change across the Peel region.

The projects and achievements 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



About the region

Local government profiles^{1,2}

	 POPULATION ³	 GRP	 JOBS
Shire of Boddington	1,705	\$1.38b	2,574
City of Mandurah	90,306	\$5.22b	26,019
Shire of Murray	18,068	\$1.84b	6,566
Shire of Serpentine Jarrahdale	32,173	\$1.57b	6,771
Shire of Waroona	4,234	\$0.72b	2,431



PROGRESSIVE
PROSPEROUS
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1 Remplan (2024R2 & 2023R2)—Overview, Economy Profile, Output Profile, GRP Profile (2023 & 2024) & 2021 Census Workforce Data.

2 Tourism WA—Regional Development Commission Tourism Profile 2025 (2024 & 2023 Data).

3 Australian Bureau of Statistics, 2021. Census of Population and Housing—2021 Census

Kayaking on the Estuary and Mandjar Bay.
Photo © Visit Mandurah

Peel region snapshot

Key regional statistics



Population



Economic output



Visitors



Construction



4 Jobs & Skills Australia—Small Area Labour Market Estimates—LGA (Dec 2024)
 5 Australian Bureau of Statistics Business Counts—Entries & Exits (2020–24)—August 2024.
 6 Australian Bureau of Statistics (2022) Census Of Population & Housing 2021.
 7 Australian Bureau of Statistics (2024) Estimated Resident Population 2024.
 8 Department of Planning, Lands & Heritage Projection WA Tomorrow Population Report 12—Midline Projection.
 9 Tourism WA—Regional Development Commission Tourism Profile 2025 (2024 & 2023 Data).
 10 Australian Bureau Of Statistics (March 2025) Building Approvals 2016–17 – 2023–24 FY & M2M—Small Area LGA Data Consolidated.

Waroona Dam.
 Photo © In Tune Photography and Visit Mandurah

Our 2024–25 performance highlights



1 RED Grants

Over \$5m invested in 42 locally-driven Peel projects over the past seven rounds, under the Regional Economic Development Grants (RED Grants) program.



2 Bindjareb vulnerable families support pilot

Facilitated with local provider Choyces, a referral service for case management and support, as part of the Peel Away the Mask Action Plan.



3 2025 Aussie Town of the Year Awards

Congratulations to Visit Mandurah with Wotif.com naming Mandurah the 3rd best destination in the country in the 2025 Aussie Town of the Year Awards!



4 Peel regional trails

Excellent progress being made on the delivery of six trails projects across the region thanks to \$8m Australian Government funding.



5 Best practice financial management

The Commission recognised as one of the top-performing small entities for financial management in the State Government's 2023–24 Financial Audit Results.



6 Leading the Future AI Conference

200+ delegates experienced the Leading the Edge Conference to explore how AI and innovation are transforming the way we work.



7 GoSH24

Continued sponsorship of GoSH in 2024 helped deliver WA's largest youth tech-innovation event to over 800 students from 15 schools across the region.



8 Bindjareb-Peel geodrive trail

First geotrail of its kind in the region launched in partnership with Geoparks WA and other stakeholders.



9 Exchange Hotel Pinjarra opening

The reopening of the 130+ year-old venue a major boost for Peel's economy, tourism, and heritage.



10 PDC sponsorships & funding contributions

Funded over \$600,000 across 45 sponsored regional events, initiatives, studies and partnerships.

Operational structure

About the Peel Development Commission

Who we are

The Peel Development Commission, established under the *Regional Development Commissions Act 1993* (Act), is listed as a statutory authority on Schedule 1 of the *Financial Management Act 2006* and subject to the provisions of the *Public Sector Management Act 1994*.

Responsible to the Minister for Regional Development, the Commission has a Chief Executive

Officer and team of staff located in the Peel region who are overseen 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 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
- 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
- works with the WA and Australian Governments, local councils and other organisations to promote the equitable delivery of services in the region.



Dorset Road Waroona windmill.
Photo © Ren Theelen

How we work

The Commission works to make the Peel an even better place to live, work, invest and visit by developing and supporting initiatives that align with our Strategic Plan. Our plan sets out how we will achieve our vision for the Peel with a list of measurable actions against five strategic goals.

In 2023, the WA Regional Development Framework was endorsed and provided consistent guidance across the entire Regional Development portfolio, enhancing strategic alignment among all entities, including the 9 Regional Development Commissions and the Department of Primary Industries and Regional Development, the Regional Development Council and Western Australian Regional Development Trust.

The WA Regional Framework has developed five focus areas which respond to the needs of and align to the Government priorities and legislative framework.

These include:



Regional Liveability



Economic Development, Diversification, and Innovation



Climate Resilience & Low Carbon Transition



Aboriginal Empowerment and Prosperity



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 shown in Figure 1.

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.

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.



Thrombolites sunset.
Photo © Michael Goh and Visit Mandurah

Figure 1. Peel Development Commission Themes

Our vision, purpose and value

Our vision

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

Our purpose

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

Our values

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

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

Integrity We act with openness, honesty and integrity.

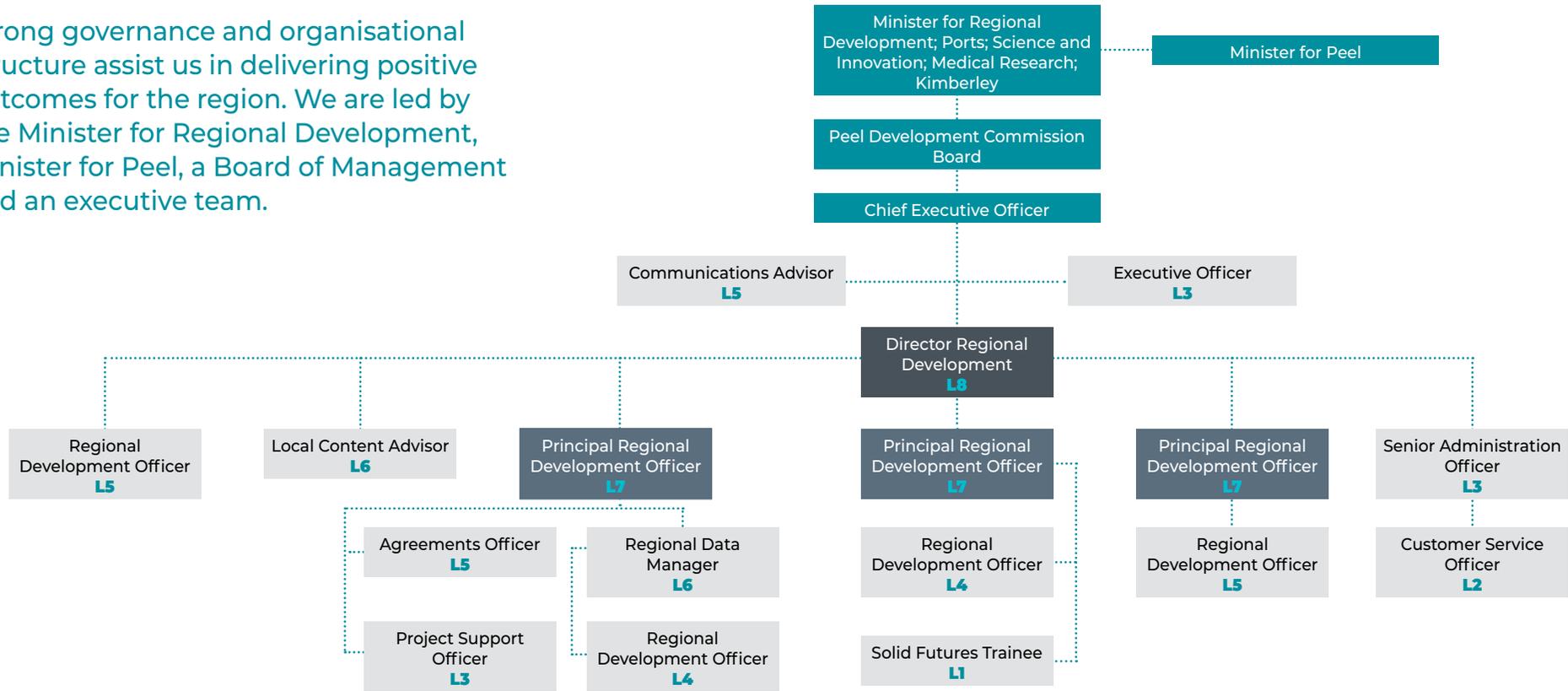
Innovation We value and learn from the past to build the future, actively seeking opportunities to generate creative and sustainable solutions.

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



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, Minister for Peel, a Board of Management and an executive team.



The Chief Executive Officer is an employee of the Commission. All other Commission staff are Department of Primary Industries and Regional Development (DPIRD) employees and work for the Commission under the direction of the Chief Executive Officer under a Service Level Agreement. DPIRD also provides Human Resources and Finance support services to the Commission under a Service Level Agreement.

A number of the positions noted above are funded from external resources.



Responsible ministers



Hon Stephen Dawson MLC

Minister for Regional Development; Ports; Science and Innovation; Medical Research; Kimberley

19 March 2025 – current

The Peel Development Commission is responsible to the Minister for Minister for Regional Development; Ports; Science and Innovation; Medical Research; Kimberley, the Hon Stephen Dawson MLC. 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.



Hon Jessica Stojkovski MLA

Minister for Child Protection; Prevention of Family and Domestic Violence; Assisting the Minister for Transport; Peel

19 March 2025 – current

Following the March 2025 state election, the state government appointed ministers to represent each of the state's regions. This initiative, re-introduced by Premier Roger Cook, involves assigning a senior member of the government to each region to be a voice and advocate for that area. As a result, the Peel Development Commission reports to the Hon Jessica Stojkovski MLA, Minister for Peel.



Hon Donald (Don) Punch MLA

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

8 June 2023 – 19 March 2025

The Peel Development Commission reported to the Hon Don Punch MLA as Minister for Regional Development during the 2024–25 reporting period up until 19 March 2025, when he was sworn-in to parliament as the new Minister for Aboriginal Affairs; Water; Climate Resilience; South West.

Our Board



The Board is the governing body of the Commission and is responsible for setting the agency’s strategic direction and priorities. Board members are appointed by the Minister for Regional Development and approved through Cabinet.

The Board meets up to six times annually to consider matters of economic and social importance to the Peel. As a governing board, it guides and directs the Commission, sets performance goals, ensures corporate compliance, endorses strategic plans and approves operating budgets.

The Board is made up of seven members, all regionally based who each contribute skills, experience and knowledge that benefit the Commission and the region. Membership comprises of two community, two local government and two ministerial appointments. The Commission’s Chief Executive Officer is a member of the Board by virtue of office.

The following Board members served during 2024–25.

Myrianthe Riddy

Chair & Community Representative

Term: 9 December 2024 – 31 December 2027

Myrianthe owns Sea West: this is a marine tourism company, based in Mandurah, Western Australia. Her company has successfully grown to be one of the largest operators in its sector, carrying tens of thousands of guests each year, while ensuring a high standard of safety and customer satisfaction.

Prior to this, she worked in the Oil and Gas sector. Here, after graduation from Cambridge University, she spent 17 years with Shell. She commenced as a graduate commercial trainee in London, then moved into LNG Trading and then Senior Commercial Management of LNG Joint Ventures, such as Qatargas 4 in Doha. This gave her valuable skills in business development, leadership and management, and allowed her to live internationally and work with diverse cultures.

Myrianthe is passionate about developing others, supporting industry and local communities.

Cr Mike Walmsley

Deputy Chair & Local Government Representative

Term: 22 April 2024 – 31 December 2026

Cr Walmsley has served on the Waroona Shire Council for over 17 years, held the position of President for 10 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 22 years and as chair for over 16 years.

Cr Walmsley has held ministerially appointed positions on the Peel Region Planning committee for the WA Planning Commission and is the WA Local Government Association (WALGA) Local Government representative on the Local Government Grants Scheme for Bush Fire Services through the Department of Fire and Emergency Services (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 Peel-Harvey Catchment Council 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.



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.



Kallan Nannup

Ministerial Representative

Term: 9 December 2024 – 31 December 2026

Kallan Nannup is a proud Noongar man from the Pinjarra/Mandurah region, with strong family ties to Yued, Gnarla Karla Boordja, Whadjuk, Ballardong, Wandandi lands and Bindjareb Country.

As the Manager of Winjan Aboriginal Corporation and a board member, Kallan plays a leading role in coordinating the Winjan Bindjareb Boodja Rangers and the Bindjareb Djilba Kaadadjan Bidi (Bindjareb Estuary Knowledge Pathway) Yarning Circle. He is recognised as an emerging leader within the Bindjareb community, guided by the wisdom and governance of his Elders.

Kallan is passionate about community engagement, training, and creating meaningful employment opportunities for young Aboriginal people. He remains committed to walking together with community, building strong partnerships, and achieving real outcomes for Aboriginal people on Country.



Natasha Upcott

Community Representative

Term: 1 January 2025 – 31 December 2026

Natasha Upcott has been a teacher in Mandurah for 20 years, and Principal at Mandurah Primary School since 2011. During this time, she's been involved in countless community projects and programs all aimed at supporting others and making Mandurah's future strong. Natasha's strong vested interest in the community vision reflects her deep-rooted commitment to creating a safe, welcoming, and inclusive community across the Peel Region.

Natasha is an advocate for technology-driven solutions that enhance the local economy and improves quality of life. Her passion for education translates into a commitment to developing well-defined educational pathways and preparing our youth for future opportunities. She is driven by a vision of a community that excels through shared values, strong partnerships, and a collective effort towards sustainable development.



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 and former Chair of the Board of the Mandurah Performing Arts Centre. He is the current Chair of the WA Regional Development Alliance.

Retired from the Board during 2024–25

The Peel Development Commission acknowledges the significant contribution made by the following retiring Board members during their tenures.

Michelle Sidebottom

Deputy Chair & Community Representative

Term 1: 10 September 2018 – 30 June 2021

Term 2: 1 July 2021 – 9 December 2024

Sue Daley

Community Representative

Term: 1 December 2021 – 31 December 2024

Performance Management Framework

Outcomes Based Management Framework

Western Australia’s public sector performance management framework is referred to as Outcome Based Management (OBM). The OBM is the formal mechanism for the Commission to monitor and report on our efficiency and effectiveness to Parliament and stakeholders.

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.

Government goal	Desired outcome	Service
<p>WA Jobs Plan: Diversifying the Western Australian economy, creating local jobs for the future.</p> <p>Safe, Strong, and Fair communities: Supporting our local regional communities to thrive.</p>	Development and promotion of the Peel region	Regional Development

Performance against the government’s desired outcome of delivering stronger regional economies is monitored by two performance indicators—an effectiveness and an efficiency indicator.

Key effectiveness indicator

Desired outcome: Development of the economic base and promotion of the Peel region.

Client satisfaction with the contribution to the region’s economic base.

Key efficiency indicator

Service Regional Development

Average cost per hour

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 are 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 as well as addressing the five areas of focus in the WA Regional Development Framework, as 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 statewide.

Changes to outcome based management

The Commission’s outcome based management did not change during 2024–25.

Shared responsibilities with other agencies

The Commission shares responsibility for achieving its Government goals and outcomes with the Department of Primary Industries and Regional Development (DPIRD).

Most of the resources available to the Commission, including all staff except the Chief Executive Officer, are supplied by DPIRD in accordance with a Service Level Agreement.

The Peel region includes 5 local government areas and the Commission pursues strategic partnerships and projects that will make the region a better place to live, work, invest and visit.

The Commission works closely with numerous other state and commonwealth agencies, peak regional organisations and industry bodies in this endeavour.

Agency performance

Strategic focus

This is our third-year reporting against our Strategic Plan 2023–25. Our Strategic Plan sets out the five main strategic themes that we focus on:

- Grow existing and find new and other alternative industries
- Grow existing and find and develop new non-renewable resources and related industries
- Normalise regional living standards
- Increasing the economic participation of Aboriginal people, and
- Organisational excellence.

These themes align with the WA Regional Development Framework’s five focus areas. These are:

1. Regional Liveability
2. Economic Development, Diversification, and Innovation
3. Climate Resilience and Low Carbon Transition
4. Aboriginal Empowerment and Prosperity
5. Organisational Excellence

While the Peel Strategic Plan and the WA Regional Development Framework have different wording for each of the five key areas of focus, they are inextricably linked.

Achievements during this reporting year are presented in line with these strategic focus areas. Implementation of the strategic initiatives included in the plan 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 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

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Economic Development, Diversification, & 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

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Climate Resilience & 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

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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

➔ Go to **page 30**

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

➔ Go to **page 33**





FOCUS AREA 1:
Regional Liveability



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



1.0
THRIVING
INDUSTRY



2.0
AGRICULTURE
& FOOD INNOVATION



PEEL
3.0
TOURISM
EXCELLENCE



4.0
CAPABLE
PEOPLE



5.0
STRONG & RESILIENT
COMMUNITIES



6.0
ORGANISATIONAL
EXCELLENCE



WISE USE OF
ENVIRONMENT

Canoe launch Yarragill.

Photo © DBCA

FOCUS AREA 1: Regional Liveability



Projects in focus

\$8m Peel Regional Trails project

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.

Trailblazing across Peel: Investing in community connections

Momentum is building across the Peel region as the \$8 million Peel Regional Trails project begins to take shape. With funding through the Australian Government's Priority Community Infrastructure Program, the Peel Development Commission is coordinating delivery of six trail initiatives partnering with our local governments and the Department of Biodiversity Conservation and Attractions.

From mountain bike adventures in Boddington to immersive upgrades in Dwellingup, and new horse trails and facilities in Jarrahdale, the projects are transforming how locals and visitors experience the region. Boardwalks, footpaths, signage, and shared-use trails will enhance access to Peel's natural beauty—like the Lake Clifton Thrombolites and Waroona's forested landscapes.

With the Jarrahdale upgrades complete, and other upgrades under construction, the initiative is delivering more than just tracks—it's building healthier, more connected communities with economic and social benefits that will endure for years to come.

The projects, expected to finish construction by 2027, will enhance community infrastructure, improve equity outcomes and social inclusion, and encourage communities to thrive economically and socially.

Smooth launch for adventure: Yarragil Canoe facility opens

In April 2025, the natural beauty of Lane Poole Reserve gained an exciting new addition with the opening of a purpose-built canoe launch facility at the popular Yarragil Campground. Nestled in the jarrah forest along the Murray River, the site is a beloved destination for swimmers and paddlers alike—many setting off on the scenic 10km journey to Dwaarlindjiraap.

The new facility, along with vital riverbank stabilisation works, offers visitors safer, easier access to the water, enhancing recreational opportunities while protecting the surrounding environment.

Delivered in partnership with the Department of Biodiversity, Conservation and Attractions, the Peel Development Commission, and the Shire of Murray, this project was made possible through funding from the Australian Government under the Peel Regional Trails Project.

The Commission thanks the Gnaala Karla Booja Traditional Owners for their support, and local contractor Enviro Infrastructure for their work in bringing this much-loved project to life.

FOCUS AREA 1: Regional Liveability



Other Achievements

Supported the delivery of services for vulnerable and at-risk communities through secretariat support and active participation in the **Bindjareb (Peel) District Leadership Group**.

In partnership with the Bindjareb District Leadership Group, supported the **Bindjareb Vulnerable Families Trial**.

Mandurah hosted the **2025 WA Trails Forum** showcasing the city as a hub for innovation in trail development.

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**.

Sponsored the **UWA Children's University program** with 176 students from 10 local partner schools graduating.

Supported the opening of the **Mandurah Universities Centre**, a fully equipped space for local students to study, connect and thrive.

Launched the **Bindjareb Peel Geodrive trail** in August 2024, the first geotrail of its kind in the region.

Co-hosted with Geoparks WA and the Australian Geoparks Network, a **Geoparks workshop** to advance the vision of Global Geoparks across WA.

Provided funding for the renovation of the kitchen at **Quambie Park Aged Care**.

Provided funding towards Black Swan Health introducing a **mobile street doctor service** to Mandurah.

Provided seed funding to **Boddington Burnout Group** to prepare a Bushfire Emergency Evacuation Plan and Stormwater Management plan for the proposed facility.

Provided funding support for a feasibility study of a potential **railbike**

tourism development in Jarrahdale utilising a disused railway line, led by Jarrahdale Community Collective.

Supported the Shire of Murray to complete a **Murray Health Hub Business Case**.

Continued sponsorship of **GoShowcase and GoSHackathon** delivering WA's largest youth tech-innovation event to over 800 students from 15 schools across the region.

Sponsored **regional events** such as Plein Air Down Under; SJ Food & Farm Fest; WA Open; and Mandurah Action Sports Games.



Murray Valley Trails.
© Visit Dwellingup



FOCUS AREA 2:

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.



Exchange Hotel Pinjarra.
Photo © Shire of Murray



1.0
THRIVING
INDUSTRY



2.0
AGRICULTURE
& FOOD INNOVATION



PEEL
3.0
TOURISM
EXCELLENCE



4.0
CAPABLE
PEOPLE



5.0
STRONG & RESILIENT
COMMUNITIES



6.0
ORGANISATIONAL
EXCELLENCE



WISE USE OF
ENVIRONMENT

PROGRESSIVE
PROSPEROUS
DYNAMIC

FOCUS AREA 2: Economic Development, Diversification and Innovation



Grants and funding
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 seventh round of successful RED Grants were announced on Thursday 10 October 2024. Projects shared in \$1.17 million in Round 7 to support regional job creation in manufacturing, agribusiness, hospitality, tourism, environment, allied health, and recreation sectors.



REDS Round 7 Launch at Mandurah Indoor Rock Climbing.
 Photo © Overland Media

Supporting local business

The Local Content Adviser has been engaging with small to medium businesses across the Peel region to enhance local supplier, contractor and job opportunities. Following are some key examples of how this was achieved for Peel businesses in 2024–25.

Local Capability Fund

Peel businesses thrive with Local Capability Fund Support

The Peel Development Commission proudly congratulates five local businesses awarded funding through the WA Government's Local Capability Fund (LCF) for 2024–25. Announced on 3 February 2025, Peel region recipients secured support across three funding rounds aimed at enhancing business capacity, competitiveness, and long-term growth.

The LCF empowers small to medium enterprises through targeted financial support for equipment upgrades, operational improvements, training, and accreditation—helping them access larger contracts across both public and private sectors. The program was administered by the former Department of Jobs, Tourism, Science and Innovation (JTSI), now the Department of Energy and Economic Diversification (DEED).

Peel recipients include P&K Grader Hire, South Coast Civil, Waroona Wood Supplies, Wedgetail Brewing, and Westurn Engineering, with grants ranging from \$16,650 to nearly \$50,000. These investments will boost local capabilities, drive innovation, and create regional job opportunities.

FOCUS AREA 2: Economic Development, Diversification and Innovation



PROGRESSIVE
PROSPEROUS
DYNAMIC



RED Grant recipient summary

ARYZTA Australia Pty Ltd

\$250,000

ARYZTA will use their \$250,000 grant to purchase equipment to assess new evolving technologies to measure and improve bun quality at its first Western Australian commercial bakery at the Peel Business Park.

C4C Packaging Pty Ltd

\$250,000

C4C Packaging received a \$250,000 grant to build a new cutting-edge facility at the Food Innovation Precinct WA utilising advanced technology to introduce sustainable packaging options for beverages in WA.

Bar Therapy Pty Ltd

\$150,000

Bar Therapy has used their \$150,000 grant to refit the first floor of Little Stiller Distillery to expand operations and create Mandurah's most exclusive function and event centre.

SDR Engineering

\$210,000

SDR Engineering has been awarded \$210,000 to expand its operations and diversify into manufacturing replacement spare parts for heavy equipment and to purchase and install a new lathe and gantry crane.

Waroona Wood Supplies and Waroona Earthworks'

\$150,000

Waroona Wood Supplies and Waroona Earthworks' grant will support diversification into niche mine site rehabilitation services in the region.

Miami Physiotherapy

\$100,000

Miami Physiotherapy will use its \$100,000 grant towards the building of a purpose-built physiotherapy and allied health centre in Lakelands.

Mandurah Indoor Rock Climbing Centre

\$60,000

Mandurah Indoor Rock Climbing will use its \$60,000 grant to expand their current facilities doubling its floor space by introducing a state-of-the-art bouldering facility.

FOCUS AREA 2: Economic Development, Diversification and Innovation



Showcasing RED Grant outcomes

Case study: ARYZTA Bakery \$250,000 grant (Round 7)

Baking up economic growth: ARYZTA rises in Peel Business Park

Global bakery giant ARYZTA is bringing major economic benefits to the Peel region with the construction of its \$66 million state-of-the-art facility at Lot 40 in Peel Business Park. As a foundation agrifood tenant, ARYZTA will transform the region's economic landscape—creating local jobs, boosting food manufacturing opportunities, and diversifying Peel's economy.

Construction, led by McLeish and Mathews, is progressing strongly, with roofing underway and equipment testing set for late 2025. ARYZTA has made a strong commitment to engaging local contractors, injecting direct benefits into the regional economy.

The project represents a leap forward in innovation. Supported by a \$250,000 Regional Economic Development Grant, ARYZTA is introducing cutting-edge AI-driven technology to enhance quality assurance of their products.

This investment is not just about building infrastructure—it's about building a future. ARYZTA's presence signals the realisation of the Transform Peel vision, attracting world-class industry and innovation to Western Australia's Peel region.



ARYZTA Bakery drone overview.
Photo © Nexxt Frame Photography



ARYZTA site visit June 2025.
Photo © PDC

FOCUS AREA 2: Economic Development, Diversification and Innovation



PROGRESSIVE
PROSPEROUS
DYNAMIC

IPS Capability Statements

Boosting local business potential with tailored capability support

To strengthen local enterprise and unlock new work opportunities, the Peel Development Commission funded a \$20,000 pilot project with IPS Management Consultants to deliver personalised 1:1 Capability Statement support for eight selected Peel-based businesses.

Facilitated by the Commission's Local Content Adviser, this initiative helps small businesses improve their competitiveness when applying for public or private sector work. A well-crafted Capability Statement is a vital tool that showcases a company's qualifications, strengths, and suitability for government or commercial contracts.

Delivered online and one-on-one, the project offers tailored guidance to build a solid business foundation, enhance visibility, and open doors to projects that may have previously been out of reach.

By investing in this pilot, the Commission is driving economic diversification, supporting regional innovation, and empowering local businesses to scale up, bid with confidence, and contribute more significantly to Peel's growing economy.

Other Achievements

Peel Business Park Stage 2 sold out with planning for Stage 3 underway.

The historic **Exchange Hotel Pinjarra** re-opened with support from a \$100,000 RED Grant for the fit-out of a state-of-the-art kitchen and bar.

Commission supported conceptual site planning and initial cost estimates to support **C4C Packaging** to enter into a lease in the Shire of Murray's Food Innovation Precinct.

Co-funded \$30,000 towards the **Mandurah Dolphin Research Partnership** with Murdoch University over three years (2024–26). To date, the activity has established a baseline for the number of dolphins in the Peel-Harvey Estuary dolphin community.

Commission successfully administered a total of 87 **small election commitments** in 2024–25 from the 2021 state election.

Sponsored a fully-funded place for a Peel-based entrepreneur in the **Curtin Ignition** program.

Sponsored **regional events** such as Mandurah Tech Fest, Peel Producers Long Table Dinner, Alcoa Peel Business Awards, Biz Blitz and Leading the Future AI conference.

Partnered with the **Peel Chamber of Commerce and Industry** to subsidise Sustainable Innovative Food Technologies (SIFT) Centre fees for Peel businesses looking to develop new products in the facility.





FOCUS AREA 3:

Climate Resilience and Low Carbon Transition

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



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
ENVIRONMENT**

Peel Business Park—May 2025.
Photo © Nexxt Frame Photography

FOCUS AREA 3: Climate Resilience and Low Carbon Transition



Brewery image.
Photo © Visit Mandurah and Russell Ord Photography

Other Achievements

Assisted PHCC with a compelling business case called **'Healing Bilya'** aimed at securing investment to restore the health of the Peel-Harvey waterways.

The Commission in collaboration with the Shires of Waroona, Murray and City of Mandurah launched a vital feasibility study to explore the development of a **Construction and Demolition (C&D)** waste recovery facility in the Peel region.

Project in focus

Beanstalk AgTech

Tapping into innovation: Solving wastewater challenges for craft brewers

In 2024, a bold new innovation initiative launched at FIPWA in the Peel Business Park which is helping WA's craft brewing industry tackle one of its biggest barriers to growth—wastewater management. The Shire of Murray and the Grower Group Alliance co-funded the *PropaGATE* program, delivered by Beanstalk Agritech, to find scalable, affordable solutions to the high organic and chemical load in brewery wastewater. For many small and regional brewers, existing treatment systems are too costly or complex.

PropaGATE brings together government, industry, and global innovators to identify, test, and fast-track real-world technologies tailored to local needs. With the Commission having provided insights from regional businesses and local industry connections to support the *PropaGATE* process and representing on the *PropaGATE* advisory and assessment committee, the program is driving collaboration and sustainability from the ground up.

As part of WA's AgriTech landing pad strategy, *PropaGATE* is not just solving today's wastewater issues—it's positioning WA as a launchpad for next-generation environmental innovations in food and beverage production.



River restoration.
Photo © PHCC



FOCUS AREA 4:

Aboriginal Empowerment and Prosperity

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



Winjan Board members Kallan Nannup and elder Franklyn Nannup present PDC's Natalie Lees with an Appreciation Award.

Photo © PDC



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 ENVIRONMENT

FOCUS AREA 4: Aboriginal Empowerment and Prosperity

Project in focus

Nidjalla Waangan Mia—Aboriginal Community Controlled Health Organisation (ACCHO)

A new chapter in Aboriginal-led healthcare for the Bindjareb region

The Bindjareb region is one step closer to realising a long-held vision for a culturally safe, Aboriginal community controlled health service. Nidjalla Waangan Mia Health Services Aboriginal Corporation has now been formally incorporated, with a community-elected Board of Aboriginal Directors and a clear mission: to deliver holistic, culturally appropriate health and wellbeing services for the Bindjareb community.

After years of advocacy under the Closing the Gap agenda, Nidjalla represents a significant shift toward local self-determination. With \$100,000 in funding secured for business planning and governance, a Project Officer led early development work, and in December 2024, a dedicated Practice Setup Coordinator was employed by the Commission to drive implementation. A pivotal meeting with the Aboriginal Health Council of WA in August 2024 helped shape the pathway to future service delivery.

Despite setbacks, Nidjalla has forged ahead—applying for grants and engaging Kambarang Services to strengthen governance and evaluation.

With the support of the Peel Development Commission, Nidjalla is poised to become a cornerstone of Aboriginal-led health in the region.



Nidjalla Waangan Mia staff.
Photo © Nidjalla Waangan Mia



FOCUS AREA 4: Aboriginal Empowerment and Prosperity



Other Achievements

Funded a consultant to help write and prepare in close liaison with **Winjan Aboriginal Corporation**, a **Lotterywest grant application** aimed at scaling up Winjan's operations. The result: Winjan successfully secured a transformative \$723,000 Lotterywest grant over 3 years.

Continued support for Winjan Aboriginal Corporation in investigating the feasibility of **native seed collection** and exploring partnerships for mentorship and scientific support, aimed at establishing an Aboriginal-owned and

operated seed collection enterprise on Bindjareb country for regional revegetation and rehabilitation needs.

Hosted two Public Sector Commission Solid Futures **Aboriginal Trainees** during 2024–25, offering formal training, paid employment, and support to complete a Certificate III in Government.

For the second year running, the Commission has been a paid member of **WAITOC**, the Western Australian Indigenous Tourism Operators Council who is the peak representative for Aboriginal tours and experiences in Western Australia.

Funded an Aboriginal tourism operator from the region to attend the **2024 Australian Indigenous Tourism Conference** in Melbourne.

Attended the **Waalitj Business Builder** event in Mandurah connecting Indigenous business owners with industry leaders to explore growth opportunities and partnerships.

Supported **Murray Districts Aboriginal Association** with the development of a business case for a new Aboriginal Arts Centre at Bindjareb Park, Pinjarra.

Commission Board participated in a **Cultural Awareness** session led by

respected Bindjareb Noongar elder, George Walley.

From 2017–24, the value of contracts awarded to **Aboriginal businesses** in the Peel region was \$2.27 million, with 16 contracts granted. There are currently 15 Aboriginal suppliers based in the Peel region which supply goods, works and services that Government procures.

Conducted a survey calling out to **First Nations businesses** in Peel to identify and understand their growth aspirations and expansion needs to connect them with relevant growth opportunities and support.



Winjan Aboriginal Corporation, along with Harvey and Waroona Rangers, Elders, and key partners on the Nowanup—Caring for Country, Connection and Native Seed Camp.
Photo © Winjan



FOCUS AREA 5:

Organisational Excellence



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



Mandurah Kwilena Gabi Estuary pool.
Photo © Visit Mandurah



1.0
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STRONG & RESILIENT
COMMUNITIES



6.0
ORGANISATIONAL
EXCELLENCE



WISE USE OF
ENVIRONMENT

PROGRESSIVE
PROSPEROUS
DYNAMIC

FOCUS AREA 5: Organisational Excellence



Project in focus

Investing in emerging talent: Supporting internships, traineeships and workforce development in Peel

In 2024–25, the Peel Development Commission continued its commitment to workforce development by supporting two outstanding interns through the University of Western Australia’s **McCusker Centre for Citizenship Internship Program**. These placements not only provided students with hands-on experience but also strengthened community outcomes through practical, purpose-driven projects.

Esme Duncan-Brown worked closely with Geoparks WA and the Commission to integrate geotrail data into a comprehensive database for the Bindjareb Peel Geo-Drive trail. Her work is helping to lay the foundation for a mobile app that will enhance visitor access to the region’s stunning geological, cultural, and ecological assets.

Esme’s commitment has extended beyond her internship—she has since joined the Commission in a short-term role and now volunteers as a youth representative on the Bindjareb Peel Geopark sub-committee.



Bailey Adams.
Photo © PDC

Bailey Adams, hosted by the Commission on behalf of the Mandurah Kwinana Rockingham Improvement Team, focused on addressing homelessness by designing a template to track the financial costs of homelessness encampments. Collaborating with local governments and the WA Alliance to End Homelessness, Bailey’s work provided a clearer understanding of service gaps and funding needs in the region.

These internships exemplify the value of nurturing local talent while delivering lasting benefits for community wellbeing and regional development.



McCusker Intern Esme Duncan-Brown (centre) with Dr Alan Briggs (Geoparks WA) and Wendy Muir (PDC).
Photo © PDC



FOCUS AREA 5: Organisational Excellence



PROGRESSIVE
PROSPEROUS
DYNAMIC



Shauna Cohen at Public Sector Commission Solid Futures Program graduation.

Photo © Public Sector Commission

Solid Futures: Supporting young Aboriginal talent in the Peel region

In 2024–25, the Peel Development Commission proudly hosted two Aboriginal trainees, **Shauna Cohen** and **Shania Taylor**, through the Public Sector Commission’s **Solid Futures Program**. This program provides Aboriginal and Torres Strait Islander participants with formal training, paid employment, and support to complete a Certificate III in Government—while helping build a more diverse and inclusive public sector.

Shauna successfully completed her 12-month traineeship and studies in February 2025, and we were thrilled to see her secure ongoing employment in an

administrative role within the region. Her commitment and willingness to learn left a lasting impact on the team.

In March 2025, we welcomed Shania Taylor, who brought with her a strong background as an education assistant and a passion for community service. Shania is now gaining hands-on experience in regional development, administration, and customer service—and embracing every opportunity to grow.

These inspiring trainees are shaping a brighter future for both themselves and the Peel region.



Shania Taylor, Trainee.

Photo © PDC

Cyber skills meet regional development: Work experience placement

In September 2024, the Peel Development Commission welcomed Sophie Smith, a recent Murdoch University graduate in Cyber Security and Digital Forensics, for a part-time work experience placement. Sophie brought a unique mix of technical expertise and creative flair—interests sparked by her love of gaming and storytelling.

During her placement, Sophie supported the team by reviewing cyber security policies and reports, providing her perspectives on digital resilience. She also delivered an insightful Cyber Hygiene presentation to staff, contributing to our awareness of emerging cyber threats and best practices.

Sophie’s passion for ethical hacking, digital forensics, and penetration testing was infectious, and her enthusiasm for exploring career pathways in tech made a lasting impression. With a keen interest in both the digital world and the natural beauty of the Peel region, Sophie represents the next generation of tech-savvy talent.

We were thrilled to support Sophie’s journey and thank her for her valuable contributions to the Commission.

FOCUS AREA 5: Organisational Excellence



Sophie Smith delivering her cyber hygiene presentation to the PDC team.
Photo © PDC

Other Achievements

The Commission inducted **four new members to the Board** during 2024–25: Myri Riddy, Chair; Natasha Upcott, Kallan Nannup and existing member Mike Walmsley was appointed Deputy Chair.

Independent **internal audit** uncovered no high or medium risk control issues requiring action.

Commission’s **Audit & Risk Committee** met two times during 2024–25 overseeing an effective internal audit and managing the Commission’s risk mitigation.

Attended the third annual **Regional Development Collaboration workshop** in Perth, which brings together all nine of WA’s Regional Development Commissions and DPIRD.

Hosted a number of **Ministerial regional visits** to connect with local stakeholders firsthand to discuss regional challenges and explore key initiatives driving economic and social development in Peel.

Organised the annual **State Budget Breakfast** event hosted by local members and featuring the

Minister for Peel unveiling the state government’s vision for the region.

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**.

The Commission dedicated considerable resources to the **safety and security** of our network and processes. This work continues the Commission’s focus on governance, business continuity planning and **cyber security**.

Peel Development Commission recognised by the Auditor General as a top-performing small agency in **financial management**, highlighting excellence in reporting, documentation, and accountability in the 2023–24 Financial Audit Results.

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

No complaints were received during the reporting period.

Annual Client Survey 2025

What our stakeholders say

87.9%



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

89.4%



of respondents rated Peel Development Commission staff as providing professional, timely and helpful advice.

88.8%



of respondents said the Commission engages with industry and stakeholders to drive economic growth in the region.

84.1%



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

84.2%



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

85.7%



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

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 58 of this report.

We thank our stakeholders for taking the time to complete our annual survey for 2024–25.

This year's survey was undertaken by **Perth Market Research**.

“I continue to be impressed with the commitment and dedication of PDC staff to promoting the Peel Region.”

Stakeholder
Client Satisfaction Survey 2025

“Very impressed with the range of engagement opportunities that they champion in the region. Impressive to see the Commission’s work engaging stakeholders of different ages, backgrounds and skill levels.”

Stakeholder
Client Satisfaction Survey 2025

“A proactive organisation to work with, who demonstrate an ethos of information sharing and collaboration and champion cohesive service delivery in the Peel region.”

Stakeholder
Client Satisfaction Survey 2025



Report on operations

Actual results against budget targets

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	2025 target ¹ (\$000)	2025 actual (\$000)	Variation ² (\$000)	Explanation of variation
Total cost of services <i>(expense limit) (sourced from Statement of Comprehensive Income)</i>	6,204	4,955	1,249	Total cost of services is lower than the budget estimates (2025 Target) primarily due to an underspend in Grants and Subsidies: mainly Peel Regional Trails project.
Net cost of services <i>(sourced from Statement of Comprehensive Income)</i>	2,954	1,626	1,328	Net cost of services is under the budget estimates (2025 Target) primarily due to an underspend in Grants and Subsidies and additional revenue: mainly Peel Regional Trails.
Total equity <i>(sourced from Statement of Financial Position)</i>	1,670	2,373	703	Total equity is higher than the budget estimates (2025 Target) primarily due to the timing of payments and income associated with the Peel Regional Trails project.
Net increase / (decrease) in cash held <i>(sourced from Statement of Cash Flows)</i>	(201)	1,750	1,951	The increase in cash held is due to the timing of cash for the Peel Regional Trails as well as other supplies and services.
Approved salary expense level	243	239	4	Approved salary expense level is in line with the budget estimates (2025 Target).

¹ As specified in the Section 40 budget estimates.

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

Working cash targets	2025 agreed limit (\$000)	2025 target ¹ / actual ² (\$000)	Variation (\$000)	Explanation of variation
Agreed working cash limit (at Budget)	214	214	N/A	N/A
Agreed working cash limit (at Actuals)	120	367	247	This variation is due to receipt of income which the commission will utilise for approved projects over the forward estimates.

¹ Target to reflect the Commission's anticipated working cash for the 2024–25 financial year.

² Actual is 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 the bank being \$1,133k as at 30 June 2025. 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 2024–25.

Company	Project	Amount (\$)
ARYZTA Australia Pty Ltd	ARYZTA Baking Innovation Facility	250,000
C4C Packaging Pty Ltd	Sustainable Innovative Beverage Packaging project	250,000
Grandtoura Pty Ltd – SDR Engineering	Facilities Expansion in Waroona	210,000
Bar Therapy Pty Ltd – Little Stiller Distillery	Refit of the First Floor to expand operations	150,000
Waroona Wood Supplies and Waroona Earthwork and Wood Supplies	Extension of Mine Site Rehabilitation & Works	150,000
Shazam Investments (WA) Pty Ltd – Miami Physiotherapy – Lakelands	Miami Physiotherapy Clinic – Lakelands	100,000
Mandurah Indoor Rock Climbing MIRC (WA) Pty Ltd	Mandurah Rock Climbing Centre Expansion	60,000



Significant issues affecting the Peel

Current and emerging issues and trends

The Peel is on a trajectory for strong growth; by 2050, the Peel is expected to be one of the most populated regions outside of Perth, with a projected population of 444,000. Between 2016 and 2021 census years, population has grown by 12.40%. In the last five years the Peel has had an average annual growth rate of 2.48% compared to Perth Metropolitan Region's 1.72% and Regional WA's 0.83%, with the Shire of Serpentine-Jarrahdale having an average growth rate of nearly 3.98% over the last five years.

To support a population of this size the Peel will need to build an economy that incorporates many industries, adopts an innovative approach to business, and also develops a highly skilled and high performing workforce.

Improving the skills of the workforce, particularly those workers who are affected by changes in sectors such as mining, construction and manufacturing, is a key priority. Achieving this goal will ensure they have the chance to develop new skills to transfer into occupations and industries where suitable workers are in short supply or to new or growing industries.

The Peel Regional Investment Framework sets out a strategy and action plan to increase the number of jobs and diversify the economy. Achieving these goals will be a key challenge for the Commission and the region as a whole.

Central to this is the Commission's flagship Transform Peel program, a long term development program designed to diversify the region's economy, create jobs and secure better environmental outcomes for the region. It is anticipated that the region will need to create an additional 89,000 jobs by 2050 because of population growth and Transform Peel aims to create the first 33,000 of those much needed jobs.

The Peel region is undergoing a significant economic transition, driven by the need to diversify beyond traditional industries and respond to emerging opportunities in clean energy, advanced manufacturing, and innovation. Labour shortages, housing affordability, and infrastructure pressures continue to challenge regional resilience. At the same time, there is growing momentum around Aboriginal economic participation, particularly in land management and carbon farming, which offer culturally grounded pathways to prosperity. Addressing digital connectivity gaps and improving access to technology—especially in education—remain critical to ensuring long-term social and economic inclusion.

Environmental constraints are increasingly shaping the region's development trajectory. Water scarcity, declining waterway health, and the impacts of climate change are placing pressure on natural systems and community wellbeing.

These challenges are compounded by complex planning and environmental regulations that can limit development flexibility. However, the region is also well-positioned to lead in circular economy initiatives and ecological care industries, which present new avenues for sustainable growth. Strategic alignment between urban expansion and employment self-sufficiency will be essential to ensure Peel's growth is both inclusive and environmentally responsible.

Changes in written law

There were no changes in any written law that affected the Commission during the financial year.

Likely developments and forecast results of operations

We are finalising our 2026–30 Strategic Plan which will define our strategic objectives for the future, what we will do to achieve them and how we will monitor and report on our progress.

We expect to meet key performance indicators, legislative, government policy, budgetary requirements and audit requirements.



Financials

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Kayaking on the Estuary.
 Photo © Visit Mandurah

Disclosures and legal compliance

Certification of Financial Statements

For the financial year ended 30 June 2025

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 2025 and the financial position as at 30 June 2025.

At the date of signing, we are not aware of any circumstances which would render the particulars included in the financial statements misleading or inaccurate.



Cindy Richardson
Chief Finance Officer
29 July 2025



Andrew Ward
Chief Executive Officer
29 July 2025



Myrianthe Riddy
Chairperson
29 July 2025



PROGRESSIVE
PROSPEROUS
DYNAMIC

Thrombolites.

Photo © Visit Mandurah and Russell Ord
Photography

Financial Statements

Statement of Comprehensive Income

For the year ended 30 June 2025

	Notes	2025 \$'000	2024 \$'000
COST OF SERVICES			
<i>Expenses</i>			
Employee benefits expenses	2.1(a)	281	292
Supplies and services	2.3	2,235	2,357
Grants and subsidies	2.2	2,400	1,106
Other expenses	2.3	39	46
Total cost of services		4,955	3,801
<i>Income</i>			
Commonwealth grants	3.2	3,300	1,600
Other income	3.3	29	263
Total income		3,329	1,863
NET COST OF SERVICES		1,626	1,938
<i>Income from State Government</i>			
Income from other public sector entities	3.1	638	647
Resources received	3.1	2,020	1,977
Total income from State Government		2,658	2,624
SURPLUS FOR THE PERIOD		1,032	686
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD		1,032	686

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 2025

	Notes	2025 \$'000	2024 \$'000
ASSETS			
<i>Current assets</i>			
Cash and cash equivalents	5.1	367	253
Restricted cash and cash equivalents	5.1	2,516	880
Receivables	4.1	5	196
Total current assets		2,888	1,329
<i>Non-current assets</i>			
Amounts receivable for services	4.2	134	134
Total non-current assets		134	134
TOTAL ASSETS		3,022	1,463
LIABILITIES			
<i>Current liabilities</i>			
Payables	4.3	564	28
Employee related provisions	2.1(b)	71	94
Other current liabilities		14	-
Total current liabilities		649	122
TOTAL LIABILITIES		649	122
NET ASSETS		2,373	1,341
EQUITY			
Contributed equity		138	138
Accumulated surplus		2,235	1,203
TOTAL EQUITY		2,373	1,341

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

**Financial Statements** (cont.)**Statement of Changes in Equity**

For the year ended 30 June 2025

	Notes	Contributed equity \$'000	Accumulated surplus \$'000	Total equity \$'000
Balance at 1 July 2023		138	517	655
Surplus		-	686	686
Other comprehensive income		-	-	-
Total comprehensive income for the period		-	686	686
Balance at 30 June 2024		138	1,203	1,341
Balance at 1 July 2024		138	1,203	1,341
Deficit		-	1,032	1,032
Other comprehensive income		-	-	-
Total comprehensive loss for the period		-	1,032	1,032
Balance at 30 June 2025		138	2,235	2,373

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 2025

	Notes	2025 \$'000	2024 \$'000
CASH FLOWS FROM STATE GOVERNMENT			
Funds from other public sector entities		803	497
Net cash provided by State Government		803	497
<i>Utilised as follows:</i>			
CASH FLOWS FROM OPERATING ACTIVITIES			
<i>Payments</i>			
Employee benefits		(304)	(283)
Supplies and services		(176)	(382)
Grants and subsidies		(1,900)	(1,106)
GST payments on purchases		(36)	(73)
Other payments		(28)	(31)
<i>Receipts</i>			
Commonwealth grants and contributions		3,300	1,600
GST receipts on sales		1	27
GST receipts from taxation authority		55	31
Other receipts		35	304
Net cash used in operating activities		947	87
Net increase in cash and cash equivalents		1,750	584
Cash and cash equivalents at the beginning of the period		1,133	549
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD	5.1	2,883	1,133

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 2025

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 29 July 2025.

Statement of compliance

The financial statements are general purpose financial statements which have been prepared in accordance with Australian Accounting Standards – Simplified Disclosures, the Conceptual Framework and other authoritative pronouncements issued by the Australian Accounting Standards Board (AASB) as modified by Treasurer's instructions. Some of these pronouncements are modified to vary their application and disclosure.

The *Financial Management Act 2006* and Treasurer's instructions, which are legislative provisions governing the preparation of financial statements for agencies, take precedence over AASB pronouncements. Where an AASB pronouncement is modified and has had a significant financial effect on the reported results, details of the 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 8 - Requirement 8.1(i)* and have been credited directly to Contributed Equity.

Comparative figures

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

Notes to the Financial Statements (cont.)

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

	2025 \$'000	2024 \$'000
Employee benefits	250	258
Superannuation — defined contribution plans	31	34
Total employee benefits expenses	281	292

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 superannuation funds as nominated by the employee.

2.1.b Employee related provisions

	2025 \$'000	2024 \$'000
CURRENT		
<i>Employee benefits provisions</i>		
Annual leave	11	28
Long service leave	59	65
	70	93
<i>Other provisions</i>		
Employment on-costs	1	1
Total current employee related provisions	71	94
Total non-current employee related provisions	-	-
Total employee related provisions	71	94

Notes to the Financial Statements (cont.)

Provision is made for benefits accruing to employees in respect of 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 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 reporting period.

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

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

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

Employment on-costs, including workers' compensation insurance, are not employee benefits and are recognised separately as liabilities and expenses when the employment to which they relate has occurred. Employment on-costs are included as part of 'other expenses, note 2.3 (apart from the unwinding of the discount (finance cost))' and are not included as part of the Commission's 'employee benefits expense'. The related liability is included in 'Employment on-cost provision'.

	2025 \$'000	2024 \$'000
Employment on cost provision		
Carrying amount at start of period	1	1
Additional/(reversals of) provisions recognised	-	-
Carrying amount at start and end of period	1	1

Key sources of estimation uncertainty — long service leave

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

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

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

	2025 \$'000	2024 \$'000
Non Public organisations	81	196
Public sector organisations	1,943	515
Local Government agencies	376	395
Total recurrent grants and subsidies	2,400	1,106

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, other transfer payments made to public sector agencies, local government, non-government schools, and community groups.

2.3 Other expenditure

	2025 \$'000	2024 \$'000
<i>Supplies and services</i>		
Board fees	57	63
Consultants and contractors	148	296
Consumables	6	12
Travel	4	9
Resources provided free of charge by DPIRD ^(a)	2,020	1,977
Total supplies and services expense	2,235	2,357
<i>Other expenses</i>		
Audit fees	2	-
Donations and sponsorships	28	17
Internal audit fees	-	14
Other expenses	9	15
Total other expenses	39	46
Total other expenditure	2,274	2,403

^(a) 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.

Notes to the Financial Statements (cont.)

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

	2025 \$'000	2024 \$'000
<i>Income received from other public sector entities during the period:</i>		
• Department of Primary Industries and Regional Development — operational funding	638	497
• Department of Communities	-	150
Total grants and subsidies	638	647
<i>Resources received from other public sector entities during the period:</i>		
• Services received free of charge(a)	2,020	1,977
Total resources received	2,020	1,977
Total income from State Government	2,658	2,624

(a) 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 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

	2025 \$'000	2024 \$'000
Recurrent grants	3,300	1,600

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

3.3 Other income

	2025 \$'000	2024 \$'000
Other sundry income	29	97
Return of unspent grant monies	-	166
Total other income	29	263

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

	2025 \$'000	2024 \$'000
Trade receivables	-	171
GST receivable	5	25
Total current receivables	5	196

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)

	2025 \$'000	2024 \$'000
Non-current balance at end of period	134	134

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

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

4.3 Payables

	2025 \$'000	2024 \$'000
Trade payables	506	17
Other payables	51	6
Accrued salaries	7	5
Total current payables	564	28

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.



Notes to the Financial Statements (cont.)

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

	2025 \$'000	2024 \$'000
Commonwealth funding	2,516	880
Total restricted cash and cash equivalents	2,516	880
Non-restricted cash and cash equivalents	367	253
Total cash and cash equivalents	2,883	1,133

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 (2024: 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:

	2025 \$'000	2024 \$'000
Financial assets		
Cash and cash equivalents	2,883	1,133
Financial assets at amortised cost ^(a)	134	305
Total financial assets	3,017	1,438
Financial liabilities		
Financial liabilities at amortised cost ^(b)	564	28
Total financial liabilities	564	28

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

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

Notes to the Financial Statements (cont.)

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 2025 (2024: None).

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:

	2025	2024
<i>Compensation band (\$)</i>		
Compensation of members of the accountable authority		
50,001 – 60,000	-	1
20,001 – 30,000	1	-
0 – 10,000	6	5
Compensation of senior officers		
250,001 – 300,000	1	1
150,001 – 200,000	1	1
	2025	2024
	\$'000	\$'000
Total compensation of senior officers	517	511

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

Notes to the Financial Statements (cont.)

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 \$nil (2024: \$35,000). The Auditor General has dispensed with the audit for the year ended 30 June 2025 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 preparing an Explanatory Statement as required under TI 3 Financial Sustainability (7) Explanatory Statement as their Total Cost of Services is below \$10 million for the two most recent consecutive comparative periods.

Audited 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 2025.



Myrianthe Riddy
Chairperson
29 July 2025



Andrew Ward
Chief Executive Officer
29 July 2025

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
WA Jobs Plan: Diversifying the WA economy, creating local jobs for the future.	Development and promotion of the Peel region	Regional Development
Safe, Strong, and Fair communities: Supporting our local regional communities to thrive.		



Audited key performance indicators (cont.)

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 company. 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 157 completed surveys were obtained from this client contract 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 +/- 5.7% at the 95% confidence level.

Effectiveness indicator	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025
Client satisfaction with contribution to the region's economic base	86%	97%	98%	90%	88%

Source: Perth Market 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	Actual 2022	Actual 2023	Actual 2024	Target ² 2025	Actual 2024-25
Service Regional Development					
Average cost ¹ per hour	\$122	\$132	\$126	\$164	\$135

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

² 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 under the target by 18%. The total hours worked were 8% over target and total operating expenses were 11% below target.



Other statutory information

Ministerial directives

No Ministerial directives were received during the reporting period.

Other financial disclosures

Pricing policies of services provided

The Commission does not charge for its services, brochures or publications.

Capital works

The Commission did not complete or commence any capital works projects during 2024–25.

Employment and industrial relations

The CEO is the only employee of the Commission. Resources, including assigned DPIRD staff, are provided by DPIRD free of charge under a Service Level Agreement and a staffing arrangement pursuant to section 29 of the Act, to enable the Commission to meet its legislative and operational requirements.

Staff profile

	As at 30 June 2024	As at 30 June 2025
Full time permanent	6.78	8.00
Part time permanent	1.34	0.80
Full time contract	1.12	1.00
Part time contract	1.93	1.80
Part time casual	0.00	0.00
Total (FTE)	11.17	11.60

Staff development

The Peel Development Commission is committed to professional development opportunities for its Board and staff. New Board Members and staff participate in an induction process with key information provided and online training modules provided by DPIRD and the PSC. Training and development plans are part of every employee's performance agreement and reviewed annually.

During the reporting period, Board Members and staff were supported to complete various professional development and training including online, external and in-house training. Staff development workshops, presentations and planning sessions were also held.

Workers compensation

There were no workers compensation claims during the 2024–25 reporting period.

Peel Development Commission Annual Estimates for 2025–26

The Peel Development Commission is not separately identifiable in the WA State Government annual estimates as it is aggregated together with the Department of Primary Industries and Regional Development and the eight other Regional Development Commissions in Division 15.

Section 40 of the *Financial Management Act 2006* requires that each statutory authority whose financial aggregates are not separately identifiable in a single Division of the Consolidated Account Expenditure Estimates prepare annual estimates unless otherwise directed in writing by the Treasurer.

Agencies described in the Treasurer's Direction under Section 40(1) of the *Financial Management Act 2006* are exempt from preparing draft annual estimates. Therefore, as the Commission is a statutory authority whose Total Cost of Services is less than ten million dollars for the two most recent consecutive comparative periods as reported in the tabled annual report, the Commission is exempt.

Other statutory information (cont.)

Where practicable, agencies are encouraged to publish their annual estimates on their website as well as in their annual report of the preceding financial year. The following annual estimates for 2025–26 were approved by the Chairperson, Chief Executive Officer and Chief Financial Officer, and noted by Minister Dawson MLC.

Statement of Comprehensive Income

	\$'000
<i>Expenses</i>	
Employee benefits	1,908
Grants and subsidies expenses	2,081
Supplies and services	502
Accommodation	228
Depreciation and amortisation	4
Other expenses	69
Total cost of services	4,792
<i>Income</i>	
Other revenue	2,010
Total income	2,010
NET COST OF SERVICES	2,782
<i>Income from State Government</i>	
Income received from other state agencies	1,291
Services received free of charge	1,570
Total income from State Government	2,861
SURPLUS/(DEFICIT)	79

Note: The presentation above has been amended so that the services received free of charge are classified by nature of expense rather than a separate line item.

Governance disclosures

Board meetings

During the reporting period, the Commission’s Board met on five occasions, with meetings held across the region. The following table shows Board Member attendance rates at eligible meetings and term expiry.

Board member	Attendance	Term
Michelle Sidebottom—Deputy Chair & Member	2/2	Term 1: 10/09/2018 – 30/06/2021 Term 2: 01/07/2021 – 09/12/2024 *Deputy Chair from 05/03/2024
Sue Daley—Member	2/2	01/12/2021 – 31/12/2024
Myrianthe Riddy—Chair	3/3	09/12/2024 – 31/12/2027
Mike Walmsley—Deputy Chair & Member	5/5	22/04/2024 – 31/12/2026 *Deputy Chair from 09/12/2024
Bob Pond—Member	5/5	22/04/2024 – 31/12/2026
Sharon James—Member	5/5	26/02/2024 – 31/12/2026
Kallan Nannup—Member	2/3	09/12/2024 – 31/12/2026
Natasha Upcott—Member	3/3	01/01/2025 – 31/12/2026
Andrew Ward—Member	4/5	CEO

Other statutory information (cont.)

Board and Committee Remuneration

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

Position title	Member name	Type of remuneration	Period of membership	Term of appointment/tenure	Base salary/Sitting fees	Gross/actual remuneration for financial year
Board Member	Sharon James	Sitting fees	Started 26/02/2024 4 months	26/02/2024 – 31/12/2026	\$680 per full day \$422 per half day	\$4,924
Board Member	Bob Pond	Nil	Started 22/04/2024 2 months 1 week	22/04/2024 – 31/12/2026	Nil	\$0
Former Chair	David Doepel	Stipend	Term ended 30/06/2025 0 months	24/01/2020 – 30/06/2024	\$47,250 per annum	\$1,087
Board Member	Kallan Nannup	Sitting fees	Started 09/12/2024 6 months 3 weeks	09/12/2024 – 31/12/2026	\$680 per full day \$422 per half day	\$2,040
Deputy Chair & Member	Michael Walmsley	Stipend & sitting fees	Started 22/04/2024 2 months 1 week	22/04/2024 – 31/12/2026 *Deputy Chair from 09/12/2024	\$5,000 per annum \$790 per full day \$513 per part day	\$7,754
Deputy Chair & Member	Michelle Sidebottom	Stipend & sitting fees	Term ended 09/12/2024 5 months 1 week	Term 1: 10/09/2018 – 30/06/2021 Term 2: 01/07/2021 – 09/12/2024 *Deputy Chair from 05/03/2024	\$5,000 per annum \$790 per full day \$513 per part day	\$5,735
Chair	Myrianthe Riddy	Stipend	Started 09/12/2024 6 months 3 weeks	9/12/2024 – 31/12/2027	\$47,250 per annum	\$25,180
Board Member	Natasha Upcott	Nil	6 months	1/1/2025 – 31/12/2026	Nil	\$0
Board Member	Sue Daley	Sitting fees	6 months	01/12/2021 – 31/12/2024	\$680 per full day \$422 per half day	\$2,040
Board Member	Andrew Ward	Nil		Started 19/09/2016		-
Total						\$48,760

Other statutory information (cont.)

Other legal requirements

Unauthorised 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 are as follows:

Expenditure type	Supplier	\$
Advertising agencies	Government Gazette	1,597
Market research organisations	Perth Market Research (Client survey)	4,480
	Survey Monkey	258
Polling organisations	-	Nil
Direct mail organisations	Mailchimp	1,038
	Australia Post	1,859
Media advertising organisations	Eventbrite	Nil
Total		9,232



Other statutory information (cont.)

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 made in consultation with the State Records Office. Our Plan was last reviewed 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.

Workforce Inclusiveness Statement

The Commission is committed to a diverse and inclusive workplace.

Research shows that agencies that value diversity and inclusion achieve greater staff satisfaction, better customer service outcomes and improved decision making and performance. The workforce is more connected, motivated and productive.

As part of the 2023 WA Public Sector Census conducted by the Public Sector Commission, DPIRD employees (which includes Commission staff) were asked about their diversity, whether they had shared this with our agency and if not, the reason why they hadn't shared it.

The confidence of staff to give voice to their identities, experiences and concerns is an indication of the level of workplace trust, psychological safety and inclusion. The results showed that:

- A majority of employees shared their diversity information
- Our agency is more diverse than previously thought based on information collected from employees upon commencement

Our agency has a strong focus on ensuring diversity, equity and inclusion within the workplace and in our service delivery.

Our success lies in attracting, retaining, engaging, valuing and building our capabilities and creating a vision and environment that provides all of us with the confidence and passion to make a difference. We also need to ensure that we are appropriately representative of the diverse backgrounds that reflect our clients and community.

The Commission supports a number of DPIRD integrated plans that build on the richness of diversity and inclusion including:

- Access and Inclusion Plan
- Reconciliation Action Plan
- WA Multicultural Policy Framework
- Aboriginal Workforce Strategy

Other statutory information (cont.)

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.

During the 2024–25 reporting period, completion of negotiated landlord renovations including dual accessible toilets, accessible lift and end of journey facilities has resolved historical DAIP requirements.

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.

Other statutory information (cont.)

Compliance with Public Sector Standards and ethical codes

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

Other statutory information (cont.)

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.

DPIRD will be required to report on the outcomes of their multicultural plan in their annual report according to each of the policy priority areas:

- Policy priority 1—Harmonious and inclusive communities
- Policy priority 2—Culturally responsive policies, programs and services
- Policy priority 3—Economic, social, cultural, civic and political participation.

The Commission has demonstrated commitment to Indigenous employment by participating in the PSC Solid Futures Program with two intakes of trainees since February 2024. The first trainee, graduating and immediately securing employment with a local non-profit organisation. Refer to page 35 of this report to read more about the Commission’s support of traineeships.

A copy of the DPIRD *Multicultural Plan 2021–26* can be found on the Commission’s website and DPIRD 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
- Open access to both grievance resolution procedures and Employee Assistance Program (EAP) services.



Other statutory information (cont.)

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

	Target 2023	Actual 2023	Target 2024	Actual 2024	Target 2025	Actual 2025
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%





**Enquiries and feedback may be directed to:
Peel Development Commission**

45 Mandurah Terrace
(PO Box 543)
Mandurah WA 6210

P: 08 9535 4140
E: peel@peel.wa.gov.au
peel.wa.gov.au

