



PEEL  Development
Commission

**PEEL
DEVELOPMENT
COMMISSION**
2025-26 ANNUAL REPORT



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Peel Development Commission

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Design: Redtail Graphic Design.

Cover page: Yalgorup

Photo: West Aussie Mick



Mandurah Estuary Bridge Duplication.

Photo: Main Roads WA



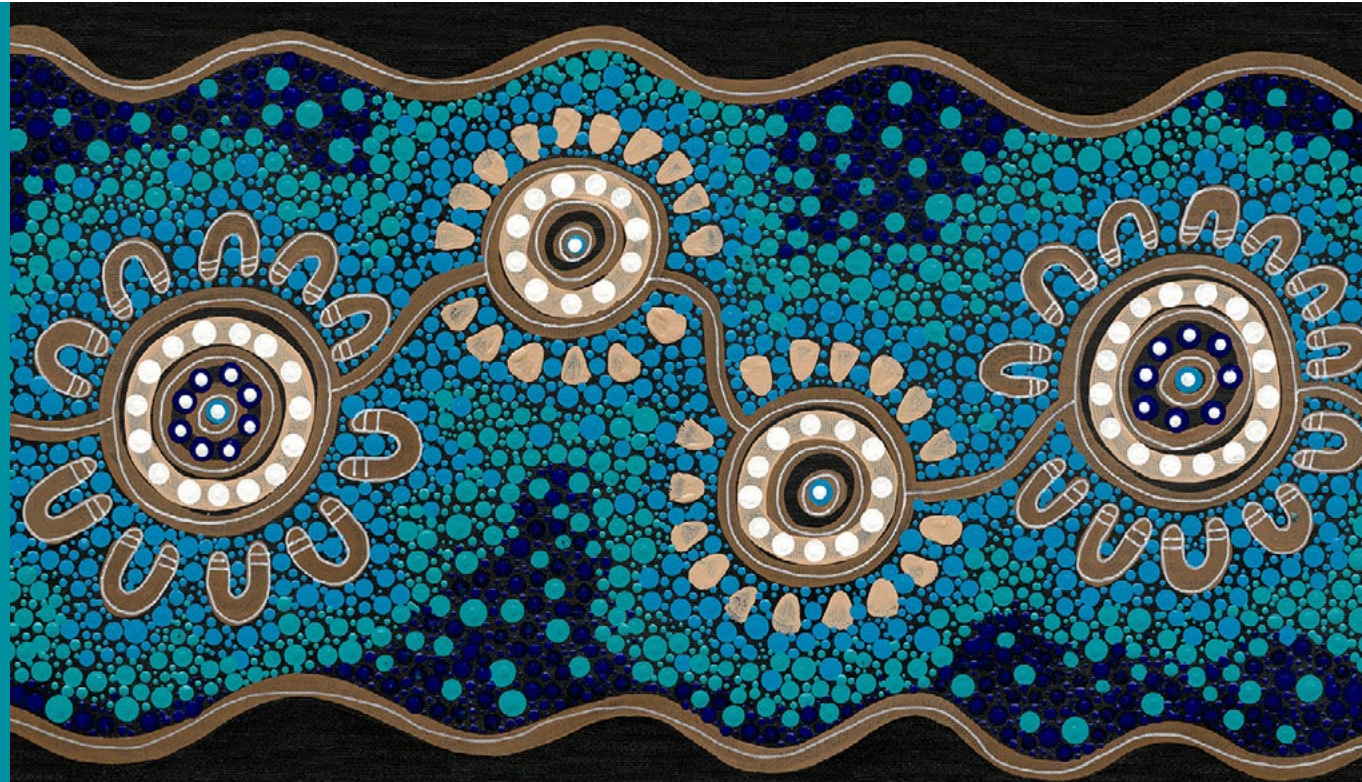
Acknowledgement of Country

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 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

**'Moorditj kep moort'
Strong Water Families**

This painting represents the bonds families have who are brought up near waterways, like our estuaries, rivers and ocean waters. Strong connections, strong bonds.

Welcome to the Peel Development Commission Annual Report 2025–26

This Annual Report is provided to the Minister for Regional Development; Ports; Science and Innovation; Medical Research; Kimberley, Hon Stephen Dawson MLC, then tabled in the Parliament of Western Australia.

The Annual Report is intended to inform the Parliament of Western Australia, the public, our stakeholders and others of Peel Development Commission's activities, performance, achievements and challenges during 2025–26. It describes the operational, financial and service performance of the Commission measured against our Government goals, strategic priorities and key performance indicators.

The report is prepared by Peel Development Commission staff. Previous years' annual reports are lodged with the State Library of Western Australia and past annual reports remain available at [peel.wa.gov.au](https://www.peel.wa.gov.au).

Formats and accessibility

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

Inquiries regarding copyright of photographs should be made to Peel Development Commission prior to any use.

Feedback

Making our annual report transparent, accurate and relevant is important to us. We welcome feedback on our reporting performance, our approach or on any aspect of this report.

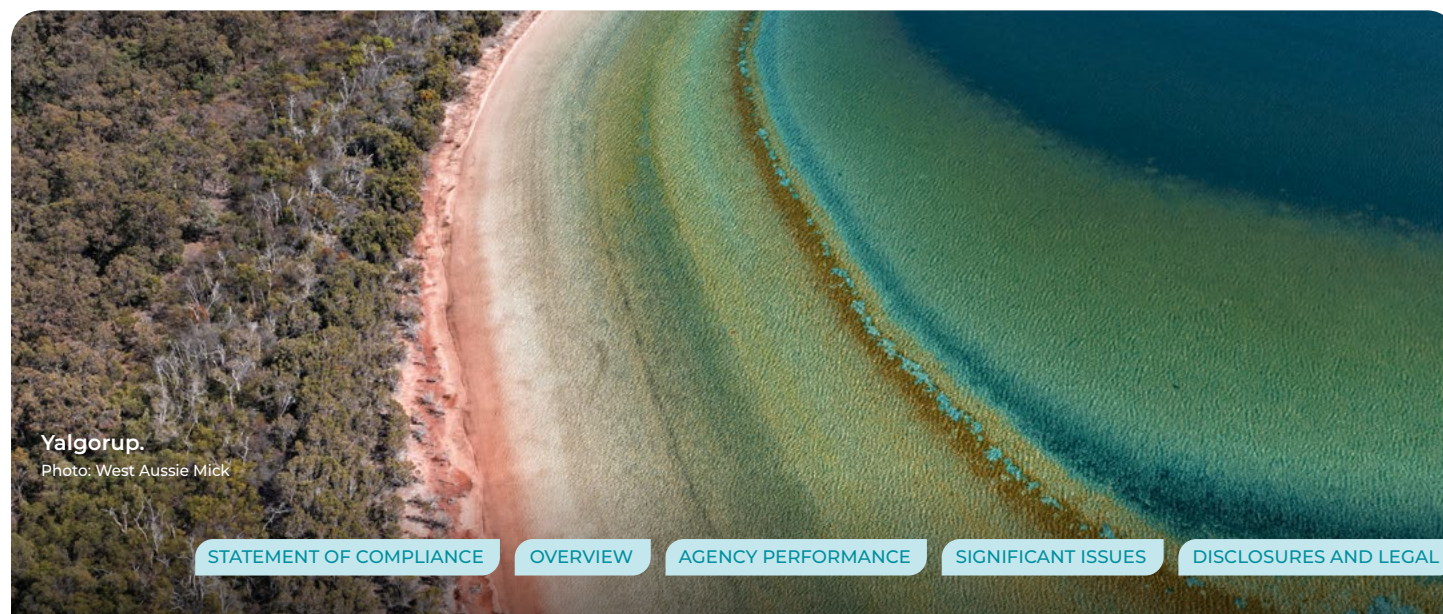
To give feedback, complain, make inquiries or seek approvals for use of materials in this report, see our contact details below.

We also welcome email subscribers to our monthly, free online newsletter e-news.

You can subscribe on our website.

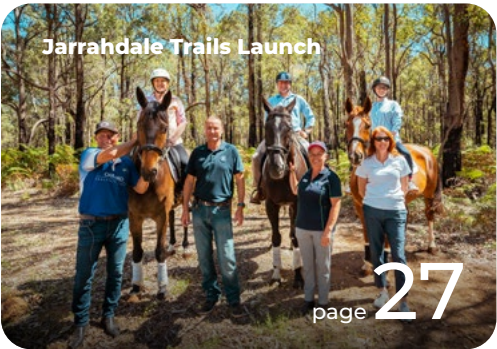
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- peel@peel.wa.gov.au
- (08) 9535 4140**



Yalgorup.
Photo: West Aussie Mick

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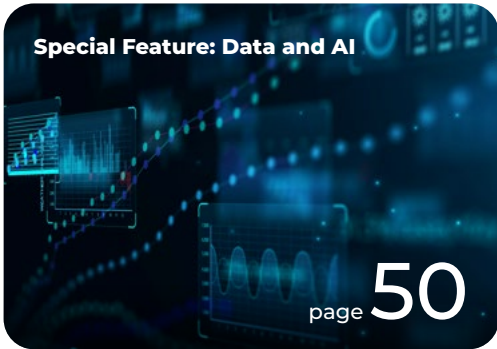
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Statement of Compliance

For the year ended 30 June 2026



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 2026.**

The Annual Report has been prepared
in accordance with the provisions
of the *Financial Management Act
2006* and complies with all relevant
written laws.

In the financial administration of the
Peel Development Commission, we
have 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 2026

Andrew Ward
CEO

4 September 2026



Goegrup Lake, Greenfields.
Photo: Visit Mandurah

Chair's foreword



It is a privilege to present the Peel Development Commission's Annual Report for the 2025-26 financial year and reflect on a year in which the region continued to demonstrate why it is one of Western Australia's most distinctive and investable regional economies.

Peel's strength lies in its diversity and scale. Few regions bring together manufacturing, world-scale mining and alumina refining, critical minerals potential, battery storage investment, agricultural innovation, tourism, industrial land and internationally recognised wetlands within one connected geography. With a growing skilled population and proximity to Perth, Peel is well placed to support the State's economic diversification while maintaining the environmental and cultural values that define our region.

During the year, we refreshed our Strategic Plan 2026-30 to align with the Government's Priorities 2026-2030 and the WA Regional Development Framework. Guided by this renewed direction, we continued to deliver across our five strategic focus areas and support sustainable, inclusive and long-term regional development.

In regional liveability, the Commission progressed key community infrastructure projects, including the Jarrahdale Trails Centre, and Jarrahdale horse trails while supporting improved housing, and community wellbeing through initiatives such as the Dawesville Community Centre and regional housing forums.

In economic development, diversification and innovation, Peel continued to build on its competitive advantages. Round 8 of the Regional Economic Development (RED) grants produced a diverse mix of recipients, reflecting our strong diversified economy, and we were pleased to support growth projects across a number of sectors such as manufacturing, tourism and hospitality. We attended the Made in WA manufacturing roundtable reinforcing the region's position as Western Australia's leading regional manufacturing hub, while initiatives such as Curtin Ignition,

and sponsorship of the Peel Business Excellence Awards, strengthened business capability, innovation and regional promotion.

In climate resilience and the environment, we advanced projects that support the long-term health of the Peel-Harvey waterways and natural environment, including carbon farming, circular economy initiatives, nationally recognised waterwise partnerships and research that strengthens protection of Mandurah's iconic dolphin population.

Aboriginal empowerment and prosperity remained central to our work. Through continued engagement with Traditional Owners and Aboriginal organisations, the Commission supported cultural recognition, community leadership and opportunities for greater economic participation across the region.

As a Board, we also remained focused on organisational excellence. Throughout the year, we strengthened governance, risk management and strategic oversight, while supporting initiatives that enhanced workforce capability, integrity and organisational performance.

Collaboration remains a cornerstone of our success. From local

governments and Aboriginal organisations to community groups, industry and government partners, the Commission's ability to connect people, ideas and opportunities continues to drive meaningful regional outcomes.

On behalf of the Board, I thank the Ministers for Peel and Regional Development, our partners, stakeholders, community leaders, Chief Executive Officer and staff. I also extend my gratitude to my fellow Board members for their dedication, strategic insights and commitment to the region.

Looking ahead, we will continue to champion regional priorities, advocate for investment and infrastructure, and support a thriving Peel region known for its resilient communities, diverse economy and rich cultural and environmental assets.

Together, we are creating a stronger, more connected and prosperous future for Peel. 

Myrianthe Riddy
Chair

Chief Executive Officer's report



As the Peel Development Commission works alongside government, industry, Aboriginal organisations and community partners, our focus remains on strengthening the region's economy while enhancing liveability and wellbeing. Through strategic leadership, investment facilitation, regional intelligence and collaboration, we help create the conditions for Peel to remain a vibrant place to live, work, visit and invest.

During 2025-26, we continued to deliver outcomes across our strategic focus areas, supporting projects and partnerships that respond to the opportunities and challenges of one of Western Australia's fastest-growing regions.

We advanced economic development, diversification and innovation through delivery of Round 8 of the Regional Economic Development Grants program, contributing to housing and health initiatives and celebrating the achievements of numerous sponsored events and programs. The Commission supported local businesses through the Peel Business Register, Local Capability Fund and major project engagement, while initiatives such as the Drone Innovation Hub strengthened Peel's position as a centre for innovation and emerging technologies.

Our work in climate resilience and low-carbon transition continued to support practical environmental outcomes and future opportunities. Highlights included sustainable wastewater innovation, carbon farming analysis, the WARDA Renewable Energy Project Tracker, \$8 million Peel Regional Trails program and oversight of a \$3.7 million restoration program supporting the long-term health of the Peel-Harvey estuary system.

Aboriginal empowerment and prosperity remained a key priority. We supported NAIDOC celebrations, cultural awareness initiatives, the Bindjareb Yarning Circle, the

inaugural Bindjareb Black Coffee event and partnerships that create pathways for Aboriginal capability and capacity building.

We also maintained a strong focus on organisational excellence. Our annual client survey again delivered excellent results, with 93.3 per cent of respondents agreeing that the Commission makes a positive contribution to the region's economic development and 97.6 per cent rating our staff as professional, timely and helpful. These results reflect the dedication of our team and the value of strong stakeholder relationships.

A significant achievement this year was the continued growth of the Western Australian Regional Development Alliance (WARDA) Data Unit. Led by the Peel Development Commission on behalf of the regional development network, the Unit is building a coordinated statewide data capability through harmonised datasets, regional snapshots, longitudinal analysis and innovative geospatial tools. This work is strengthening evidence-based planning, infrastructure decision-making and regional policy development across Western Australia.

These achievements would not have been possible without the professionalism and commitment

of our Board, staff, partners and stakeholders. I thank everyone who contributed to the Commission's work throughout the year and look forward to continuing to work together to build a resilient, connected and prosperous future for the Peel region.

Looking ahead, the Commission will focus on ensuring Peel's growth is supported by the housing, infrastructure, workforce and investment needed to sustain a strong and liveable region. 🌱

Andrew Ward
Chief Executive Officer

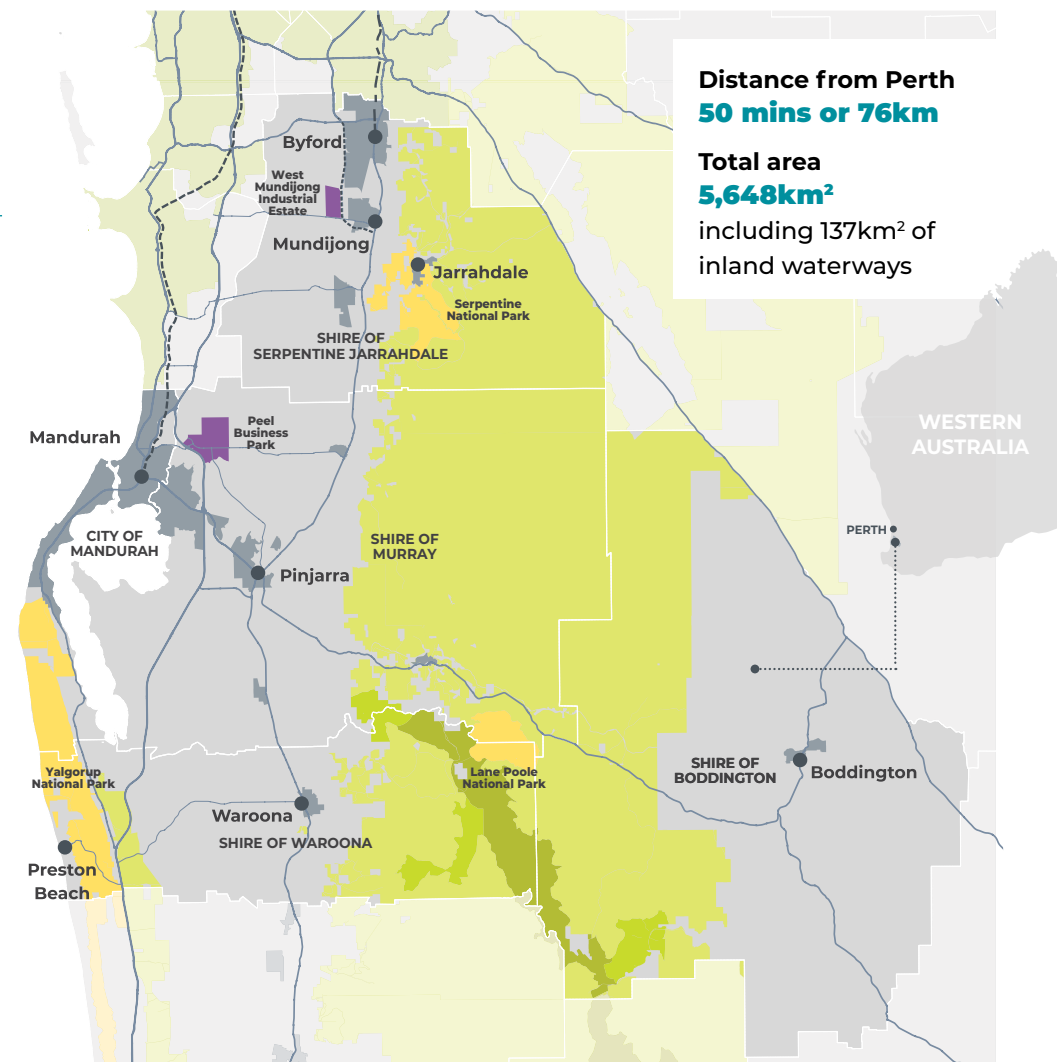
About the region

Local government profiles^{1,2}

	 Population ³	 Gross Regional Product (GRP) ¹	 Jobs ¹
Shire of Boddington	1,705	\$1.378b	2,574
City of Mandurah	90,306	\$5.237b	26,019
Shire of Murray	18,068	\$1.934b	6,566
Shire of Serpentine Jarrahdale	32,173	\$1.657b	6,771
Shire of Waroona	4,234	\$0.709b	2,431

 Urban Centres of Peel
 Rural
 Industrial Precinct
 National Parks
 State Forests
 Lane Poole Reserve Conservation Park
 Lane Poole Reserve

..... Tonkin Highway Extension
 --- Byford Train Line
 --- Mandurah Train Line
 --- Local Road
 --- State Road



¹ Remplan (2025 Release 2) — Overview, Economy Profile, Output Profile, GRP Profile (2024 (2024–25), 2025 (2025–26) 2025 CPI Adjusted) & 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.

Peel region snapshot

Key regional statistics

GRP ¹	Unemployment ⁴	Businesses ⁵	Population			
\$10.915b ↓ 2025-26	3.81% ↑ March 2026	9,764 ↑ June 2025	146,486 ↑ 2021 ³	175,310 ↑ 2025 ⁶	231,615 2036 ⁷	42 Median Age ⁶
2024-25 \$10.969b	Mar 2025 2.97%	Jun 2024 9,338	2011 107,607	2021 146,486	Midline projection	
Down \$54.316m	Up 0.84%	Up 426	Up 36.13%	Up 28,824		

Housing

Median House Price	Median Rental Price
\$690,000 ↑ 2024-25	\$600 ↑ 2024-25
2023-24 \$589,750	2023-24 \$570
Up 17%	Up 5.26%

Economic output

Mining	Manufacturing	Construction
\$6.011b	\$11.026b	\$2.753b
Healthcare & social assistance	Retail trade	All other sectors
\$1.354b	\$0.958b	\$7.703b

Visitors

Trips '000	Nights '000	Spend \$M
1,192	4,208	771

Construction

Building approvals ⁸	Residential approvals ⁸
\$1.368b ↑ 2024-25	2,389 ↑ 2024-25
2023-24 \$0.875b	2023-24 1,812
Up 56.42%	Up 31.84%

4 Jobs & Skills Australia — Small Area Labour Market Estimates — LGA (March 2026).

5 Australian Bureau of Statistics Business Counts — Entries & Exits (2023-24 & 2024-25) — December 2025.

6 Australian Bureau of Statistics (March 2026) Regional Population Report — Estimated Resident Population by Local Government Area.

7 Department of Planning, Lands & Heritage WA (March 2025) — WA Tomorrow Population Projections.

8 Australian Bureau of Statistics (February 2026) Building Approvals FY & M2M — Small Area LGA Data Consolidated.



Overview

Kayaking on the Estuary at Mandjar Bay.

Photo: Visit Mandurah

About us

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.

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 focus areas. These are:

1. Regional Liveability, Healthy Communities & Housing
2. Jobs, Economic Development, Diversification, Innovation and Infrastructure
3. Climate Resilience, Decarbonisation and the Environment
4. Aboriginal Empowerment and Prosperity
5. Organisational Excellence



Our services

Our core services as outlined in our Strategic Plan are:

- **STEWARD** regional vision, objectives and strategic initiatives
- **PROMOTE**, facilitate, monitor and advocate for economic diversification and social infrastructure
- **FACILITATE** government and private investment and grants
- **PROVIDE** regional intelligence and strategic advice



▶ WATCH VIDEO

Our vision, mission and values

Our vision

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

Our mission

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.

Performance highlights 2025-26



→ p.26

Peel Regional Trails Program

In support of growing the regional visitor economy, the Commission managed the Jarrahdale Trails project in partnership with Shire of Serpentine Jarrahdale and DBCA, as part of the \$8 million Peel Regional Trails project funded by the Australian Government.



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Bindjareb Local Geopark Trail Guide & Mobile App Launched

Working towards the same regional visitor economic objective, the Commission partnered with Geoparks WA to deliver the new Bindjareb Local Geopark Trail Guide and Mobile App providing an engaging way for locals and visitors to explore the Geopark.



→ p.36

GoSH25

To support future workforce capability, the Commission continued its sponsorship of GoSH in 2025 helping deliver WA's largest youth tech-innovation event to over 500 students from 9 schools across the region.



→ p.40

RED Grants

To grow regional business capacity, ten Peel projects shared in over \$1.1 million in RED Grant funding, bringing the total to over \$6 million invested across 54 locally-driven Peel projects over the past eight rounds.



→ p.54

Drone Innovation Hub Opening

In support of advancing workforce skills innovation, the Commission supported Australia Agritech's Drone Innovation Hub operations at the Food Innovation Precinct WA, delivering accredited drone training so WA businesses can adopt emerging technologies.



→ p.64

WARDA Energy Tracker

To assist informed energy investment and sector growth, the Commission delivered the WARDA Energy Tracker, a comprehensive, continuously maintained map which brings together every significant energy project in the state.

Operational structure

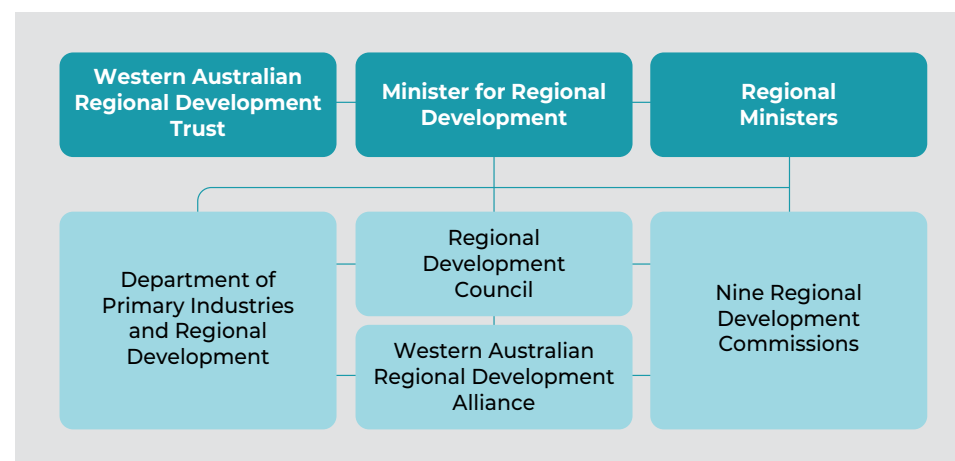
Regional Development Portfolio

The Regional Development Portfolio (the Portfolio) comprises the following agencies that work together to develop and implement regional development activity across the State:

- Western Australian Regional Development Trust (the Trust)
- Regional Development Council (RDCo)
- Nine Regional Development Commissions (RDCs)
- Department of Primary Industries and Regional Development (DPIRD)
- Western Australian Regional Development Alliance (WARDA).

The Portfolio creates the link between government priorities, industry, and regional representation by championing regional economies and being an advocate for the regions across and beyond government. The Portfolio works to develop strong and effective relationships across government, industry and community to achieve positive regional development outcomes.

Portfolio Agencies



Regional Development Framework

The Minister for Regional Development published the Regional Development Framework in October 2023 as a new framework to guide the initiatives of the Regional Development Portfolio. The Regional Development Framework set out a vision for WA regional communities and five areas of focus to guide the work of Portfolio agencies.

The Framework was reviewed and updated in November 2025, then released in February 2026 to align more closely with the WA Government's [Our Priorities for Government 2025-2029](#) and reflect the model of nine regional ministers.

In March 2025, nine new Ministerial portfolios were created, establishing a regionally specific Minister for each of the nine regions. The Peel Development Commission will work with the Minister for Peel, in liaison with the Office of the Minister for Regional Development.

The current WA Regional Development Framework provides clear alignment to the Government's six priority areas being:

1. Jobs
2. Health
3. Housing
4. Community
5. Environment
6. Infrastructure and Services

The priorities outlined in the current Framework respond to regional need, align with Government priorities and the legislative framework for the Portfolio. The priorities also inform the strategic plans and business plans of each portfolio agency including the Peel Development Commission.



Enabling legislation

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*.



Lions Weir, Boddington.
Photo: Shire of Boddington

Objectives of the Act

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 within the region
- **SEEK** to ensure that the general standard of government services and access to those services in the region is comparable to that which applies in the metropolitan area
- **TAKE** steps to encourage, promote, facilitate and monitor the economic development in the region.



Functions of the Act

For the purpose of achieving the objectives, the Commission:

- **PROMOTES** the Peel region
- **FACILITATES** coordination between relevant statutory bodies and State government agencies
- **CO-OPERATES** with representatives of industry and commerce, employer and employee organisations, education and training institutions and other sections of the community within the region
- **IDENTIFIES** the opportunities for investment in the region and encourages that investment
- **IDENTIFIES** the infrastructure needs of the region, and encourages the provision of that infrastructure in the region
- **WORKS** in partnership with State and Commonwealth departments, other agencies and local government authorities in order to promote equitable delivery of services within the region.

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 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; Road Safety; Multicultural Interests; 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.

Administered legislation

The Peel Development Commission assists the Minister for Regional Development in administration of the *Regional Development Commissions Act 1993*.

Other key legislation impacting on the agency's activities

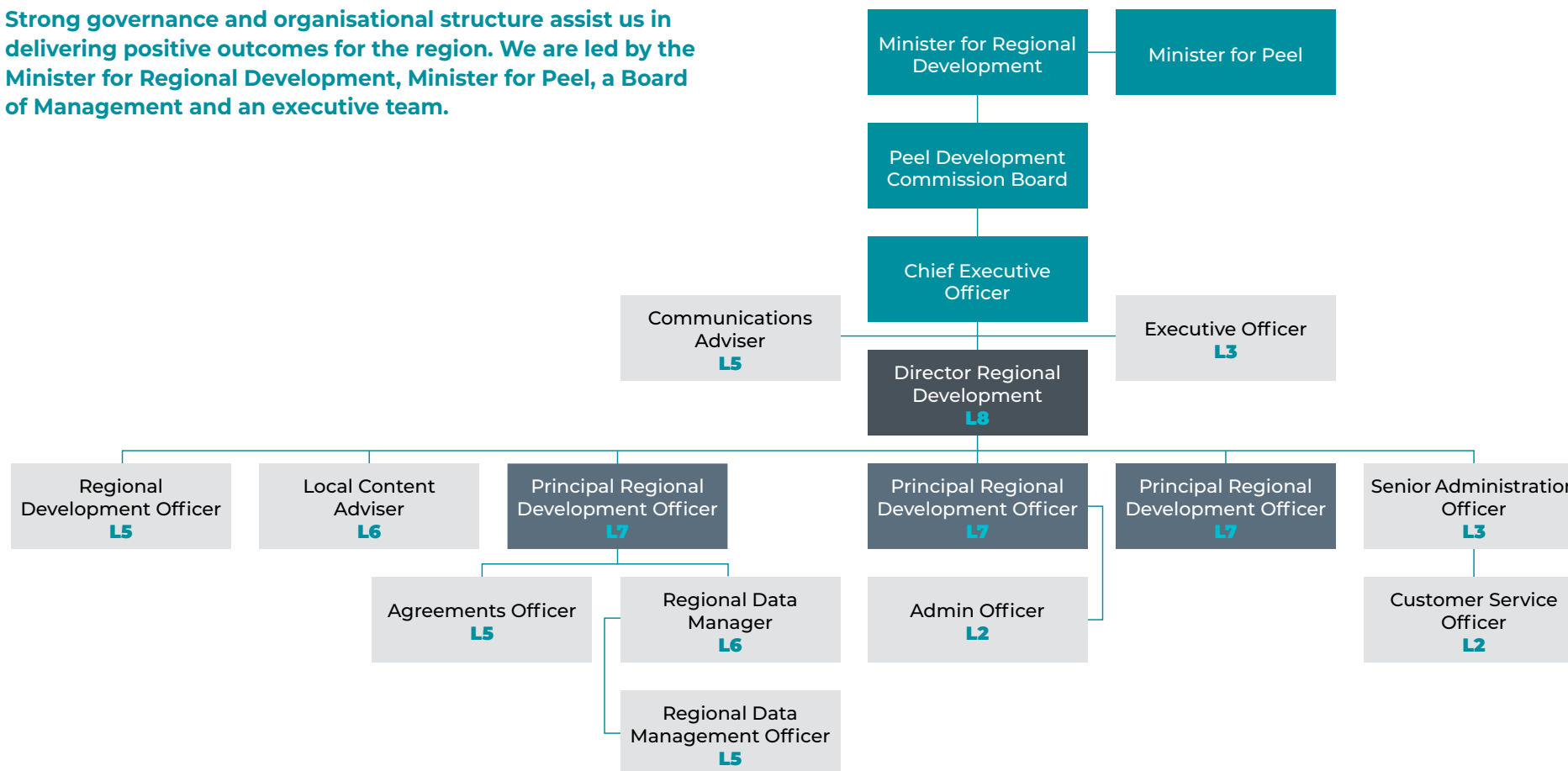
In the performance of its functions, the Commission complies with all relevant written laws including but not limited to:

- *Minimum Conditions of Employment Act 1993*
- *Procurement Act 2020*
- *Public Interest Disclosure Act 2003*
- *Public Sector Management Act 1994*
- *Royalties for Regions Act 2009*
- *Salaries and Allowances Act 1975*
- *State Records Act 2000*
- *Work Health and Safety Act 2020*
- *Auditor General Act 2006*
- *Disability Services Act 1993*
- *Equal Opportunity Act 1984*
- *Financial Management Act 2006*
- *Freedom of Information Act 1992*
- *Industrial Relations Act 1979*

Organisational structure

as of 30 June 2026

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.

Our Board

The Board is the governing authority of the Commission, responsible for setting the strategic direction and priorities for the Commission. It guides and directs the Commission, sets performance goals, ensures corporate compliance, endorses strategic plans and approves operating budgets. Board members are appointed by the Minister for Regional Development and approved through Cabinet.

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 and two local government representatives and two ministerial appointees. The Commission's Chief Executive Officer is a member of the Board by virtue of office.



PDC Board members meeting with Minister for Peel in April 2026.
Left to Right: Kallan Nannup, Natasha Upcott, Hon Jessica Stojkovski MLA, Myrianthe Riddy, Mike Walmsley, Caroline Knight and Andrew Ward. Not pictured: Sharon James.

**Peel
Development
Commission
Board**

7
members, all
regionally based

2
community
representatives

2
local government
representatives

2
ministerial
appointees

1
Chief Executive
Officer

The Board meets up to six times annually to consider matters of economic and social importance to the Peel. In 2025-26 the Board held a number of Board meetings in several Local Government Areas including the City of Mandurah, Shire of Waroona, Shire of Serpentine Jarrahdale, Shire of Murray and Shire of Boddington. Meetings are held throughout the region to enable members to engage directly with local communities, industries and stakeholders. The meetings provide valuable insight into the challenges and opportunities facing each regional community and help shape regional priorities, inform strategic advice to Ministers, guide policy and support investment decisions.

The Board is supported by the Audit & Risk Committee (ARC), a sub-committee established by the Board which meets two times a year. The ARC oversees the Commission's risk register, monitors emerging risks and ensures an effective internal audit function in accordance with Section 53 of the *Financial Management Act 2006*.

The following Board members served during 2025-26



Myrianthe Riddy
Chair & Community
Representative



Cr Mike Walmsley
Deputy Chair &
Local Government
Representative



Cr Caroline Knight
Local Government
Representative



Sharon James
Ministerial
Representative



Kallan Nannup
Ministerial
Representative



Natasha Upcott
Community
Representative



Andrew Ward
Chief Executive Officer

Myrianthe Riddy

Chair & Community Representative

Term: 9 Dec 2024 – 31 Dec 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 Apr 2024 – 31 Dec 2026

Cr Walmsley has served on the Waroona Shire Council for over 18 years and held the position of President for 11 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 23 years and as chair for over 17 years.

Cr Walmsley has held ministerially appointed positions on the Peel Region Planning committee for the WAPC and is the WALGA Local Government representative on the Local Government Grants Scheme for Bush Fire Services through DFES since 2021. He currently chairs the Peel Alliance and is the Chair and State Councillor for the WALGA Peel Zone. He also sits on Harvey Water's disputes panel.

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

Cr Caroline Knight

Local Government Representative

Term: 3 Mar 2026 – 31 Dec 2028

Cr Knight brings extensive leadership and governance experience to her appointment to the Peel Development Commission Board. A long serving councillor with the City of Mandurah, including previous terms as Deputy Mayor and Mayor, she has helped guide the city through sustained growth, regional collaboration and strategic change. Having lived in Mandurah for almost 30 years, she brings deep local knowledge and a strong commitment to the Peel region's long-term prosperity.

Her experience in regional planning, local government governance and community development provides a strong understanding of Mandurah's role within the broader Peel economy. Cr Knight is recognised for a strategic, evidence based approach to decision making, with a clear focus on balancing economic development, environmental stewardship and social wellbeing.

Sharon James

Ministerial Representative

Term: 26 Feb 2024 – 31 Dec 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 Dec 2024 – 31 Dec 2026**

Kallan Nannup is a proud Noongar man from the Pinjarra-Mandurah region, with strong family connections to Yued, Whadjuk, Wilman, Wandandi and Bindjareb Country. As Manager and Board Member of Winjan Aboriginal Corporation, he leads cultural, environmental, training and employment initiatives that deliver lasting benefits for Aboriginal people and Country. Kallan assists the Winjan Bindjareb Boodja Rangers and supports projects strengthening cultural knowledge, land management and community wellbeing. An emerging leader within the Bindjareb community, he is guided by the wisdom of his Elders. He is passionate about community development, building strong partnerships, and creating pathways through training, employment and leadership.

Natasha Upcott**Community Representative****Term: 1 Jan 2025 – 31 Dec 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 driven by a vision of a community that excels through shared values, strong partnerships, and a collective effort towards sustainable development. Her passion for education translates into a commitment to developing well-defined educational pathways and preparing our youth for future opportunities.

Appointed in August 2025, Natasha is Vice President of the Principals Federation of Western Australia.

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 and WA Regional Development Alliance.

Retiring Board Members

The Commission acknowledges the following retiring Board member for his significant contribution.

Bob Pond**Local Government Representative****Term: 22 Apr 2024 – 18 Oct 2025**

Appointed as a Local Government Representative on 22 April 2024, Bob brought valuable knowledge and insight in water and land use planning through his work with the Department of Water and Environmental Regulation. He served as a councillor with the City of Mandurah from October 2021 to October 2025 at which time, his term on the Board ceased. He also served on the Commission's Audit & Risk committee from 26 June 2024 until 18 October 2025.

Our staff

The Peel Development Commission staff work to support the region and have a wide range of skills, experience and professional qualifications.



Adrian Parker
Director Regional
Development



Stefan Chappell
Principal Regional
Development
Officer



Wendy Muir
Principal Regional
Development
Officer



Natalie Lees
Principal Regional
Development
Officer



Simone Hutton
Regional
Development
Officer



Larissa Stacy
Local Content
Adviser



Marnie Bennett
Agreements
Officer



Ben Robins
Regional Data
Manager



Rohit Sharma
Regional Data
Management
Officer



Kylie Wilson
Communications
Adviser &
Executive Officer



Vicki Lawrence
Senior
Administration
Officer



Zoe Ibbotson
Customer Service
Officer



Shania Cottle
Solid Futures
Trainee &
Executive
Assistant

Performance management framework

Outcomes based management framework

The State Government uses an outcomes based management framework to measure the effectiveness of the Commission in meeting Government goals, desired outcomes and key performance indicators.

The Government's desired outcome from the activities of the Peel Development Commission is achieved 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 Goals
WA Jobs Plan: - Diversifying the Western Australian economy, creating local jobs for the future. Safe, Strong, and Fair communities: - Supporting our local regional communities to thrive.
 Desired Outcome
Development and promotion of the Peel region
 Service
Regional Development

 Key Performance Indicators
The Commission has two performance indicators — an effectiveness and an efficiency indicator to measure the performance of the Commission against its Government goals, desired outcomes and service frameworks.
Key Effectiveness Indicator - Client satisfaction with contribution to the region's economic base Key Efficiency Indicator - Average cost per hour

Changes to outcome based management

The Commission's outcome based management did not change during 2025-26.

Shared responsibilities with other agencies

The Commission operates in collaboration with State and Australian government agencies to effectively execute its strategic priorities and cross-government initiatives. The Department of Primary Industries and Regional Development (DPIRD) is a key partner in the achievement of our mutual objectives and in the management of the organisation.

The Commission maintains partnerships with the five local governments within the Peel, pursuing strategic partnerships and projects that can make the region a better place to live, work, visit and invest. The Commission also works closely with Aboriginal organisations, peak regional industry bodies and service providers throughout the region.



Preston Beach.
Photo: Visit Mandurah

Agency Performance

Our strategic focus

During 2025, the Commission's Board focused on the strategic direction for the Commission and development of a new strategic plan that will outline our direction for the next five years and establish the priorities that will guide our decision-making and actions.

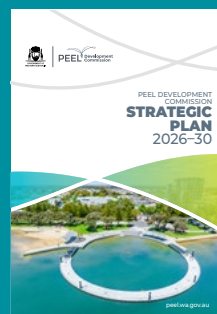
This new Strategic Plan 2026-30 was endorsed by the Commission Board in October 2025 and identified five strategic priorities that we focus on.

Achievements during this reporting year are presented in line with these strategic focus areas.

What's new in the plan

- **ADDED** a number of regional development levers that drive development in the Peel region
- **IDENTIFIED** a set of key services that we offer
- **INTRODUCED** indicators of success for each focus area, both for the Commission and for the region

- **REFINED** the focus areas to map to the new strategic priorities outlined in the Government's *Our Priorities 2026-2029* document and the new WA Regional Development Framework.
- **DEVELOPED** an easy-to-read Strategic Plan on a Page document that clearly outlines all our objectives, strategies, board priorities and indicators of success.



SCAN ME
TO READ OUR
STRATEGIC PLAN



PEEL DEVELOPMENT COMMISSION STRATEGIC PLAN 2026-30				
Strategic Priority 1	Strategic Priority 2	Strategic Priority 3	Strategic Priority 4	Strategic Priority 5
Strategic Priority 1: Enhance the Peel region's economic resilience and growth. Objectives: 1.1 Attract investment and create jobs in the Peel region. 1.2 Support the growth of the Peel region's business sector. 1.3 Enhance the Peel region's infrastructure and services. Strategies: 1.1.1 Attract investment and create jobs in the Peel region. 1.1.2 Support the growth of the Peel region's business sector. 1.1.3 Enhance the Peel region's infrastructure and services.	Strategic Priority 2: Enhance the Peel region's environmental resilience and sustainability. Objectives: 2.1 Protect and enhance the Peel region's natural environment. 2.2 Promote sustainable use of the Peel region's natural resources. 2.3 Enhance the Peel region's resilience to climate change. Strategies: 2.1.1 Protect and enhance the Peel region's natural environment. 2.1.2 Promote sustainable use of the Peel region's natural resources. 2.1.3 Enhance the Peel region's resilience to climate change.	Strategic Priority 3: Enhance the Peel region's social resilience and well-being. Objectives: 3.1 Enhance the Peel region's social infrastructure and services. 3.2 Promote social cohesion and community engagement. 3.3 Enhance the Peel region's resilience to social challenges. Strategies: 3.1.1 Enhance the Peel region's social infrastructure and services. 3.1.2 Promote social cohesion and community engagement. 3.1.3 Enhance the Peel region's resilience to social challenges.	Strategic Priority 4: Enhance the Peel region's cultural resilience and identity. Objectives: 4.1 Enhance the Peel region's cultural infrastructure and services. 4.2 Promote cultural cohesion and community engagement. 4.3 Enhance the Peel region's resilience to cultural challenges. Strategies: 4.1.1 Enhance the Peel region's cultural infrastructure and services. 4.1.2 Promote cultural cohesion and community engagement. 4.1.3 Enhance the Peel region's resilience to cultural challenges.	Strategic Priority 5: Enhance the Peel region's governance and leadership. Objectives: 5.1 Enhance the Peel region's governance and leadership. 5.2 Promote transparency and accountability. 5.3 Enhance the Peel region's resilience to governance challenges. Strategies: 5.1.1 Enhance the Peel region's governance and leadership. 5.1.2 Promote transparency and accountability. 5.1.3 Enhance the Peel region's resilience to governance challenges.



+ TAP TO VIEW LARGE

Our strategic focus areas



Regional Liveability, Healthy Communities & Housing

Objective: A strong, vibrant, resilient and healthy community underpinned by a skilled and adaptable workforce with best practice social infrastructure and services.

→ p.24



Jobs, Economic Development, Diversification, Innovation and Infrastructure

Objective: Diverse and globally competitive industries and businesses that create opportunities for all.

→ p.38



Climate Resilience, Decarbonisation and the Environment

Objective: Sustainable development that restores ecosystems and lowers carbon emissions.

→ p.60



Aboriginal Empowerment and Prosperity

Objective: Aboriginal people, families and communities are empowered to participate in the regional economy and society.

→ p.72



Organisational Excellence

Objective: An organisation that is recognised for outstanding governance and innovation in delivering regional outcomes.

→ p.78

STRATEGIC FOCUS 1

Regional Liveability, Healthy Communities & Housing

Our objective:

A strong, vibrant, resilient and healthy community underpinned by a skilled and adaptable workforce with best practice social infrastructure and services.



On horses: Minister for Peel, Hon Jessica Stojkovski MLA; Shire President Rob Coales; and Senator Ellie Whiteaker.

Photo: Shire of Serpentine Jarrahdale



Strategies:

- 1** Build and maintain partnerships to represent community interests, and improve social infrastructure and services.
- 2** Use data and research to identify service gaps and inform priority initiatives (including existing research such as People of Peel and Peel Away the Mask).
- 3** Support ideas and attract investment to address the socioeconomic challenges.

Regional Liveability, Healthy Communities & Housing

In 2025-26 we:



MANAGED the delivery of the Jarrahdale Horse Trails as part of the \$8m Peel Regional Trails project



LAUNCHED the Bindjareb Local Geopark Trail Guide & Mobile App



PARTNERED with Choyces to deliver the Bindjareb Vulnerable Families Trial addressing critical service gaps through a community-led approach



COORDINATED the Bindjareb Family and Domestic Violence and Family Support Workshop



PARTICIPATED in the Peel Mental Health Taskforce to improve coordination of mental health services across the Peel Health District



SPONSORED the UWA Children's University program with 198 Peel children graduating the program



ATTENDED the opening of the Dawesville Community Hub, part funded by the WA Government



FUNDED a Housing and Non-Residential Needs Assessment for the Mandurah Strategic Centre



ACTIVATED regional innovation and collaboration by sponsoring key events, including the Peel GoSHackathon



Advancing the Peel Regional Trails program

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

Projects include:

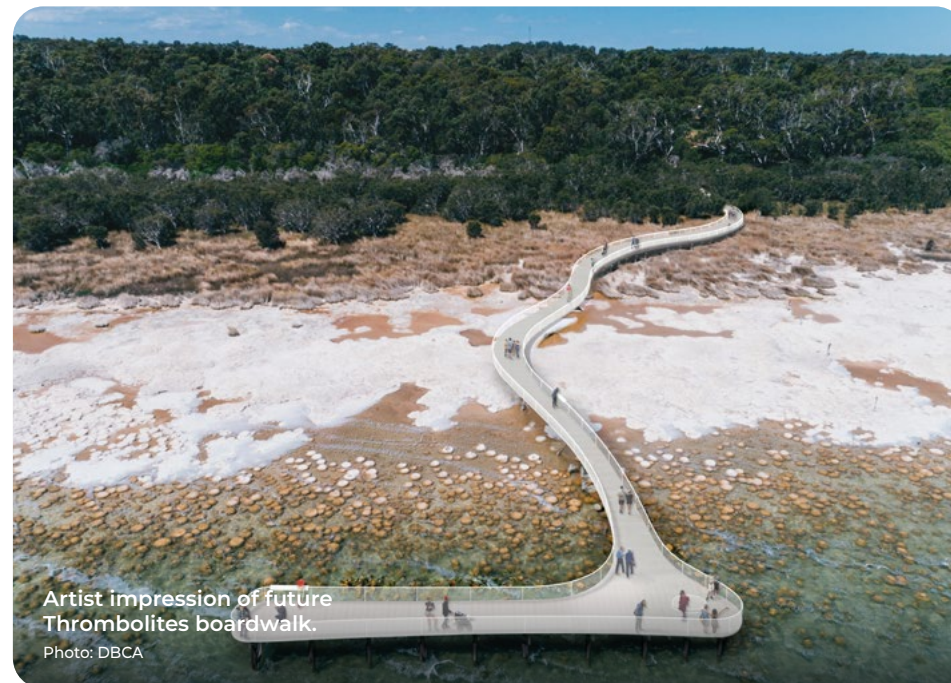
- Two horse trails in Jarrahdale and establishment of a horse-friendly area at the RV Park
- Construction of a sealed carpark and footpath in Jarrahdale
- Construction of a shared-use trail in Waroona for walkers and cyclists
- Trail upgrades in Dwellingup, including a new canoe launch site and upgrade of the Captain Fawcett 4WD Track
- Upgrade of the Wagyl's Noorook Thrombolites boardwalk
- Construction of new mountain bike trails in Boddington

During 2025-26, the Commission completed project management of the Jarrahdale Horse Trails and Gooralong Trail Precinct Car Park Upgrade, and attended the official opening in November 2025. See [page 27](#) to read about this Project in Focus.

The Shire of Waroona commenced construction on the Waroona Trail, with completion scheduled for later in 2026. In Dwellingup, works continued on the Trail Enhancement Project, including the northern mountain bike expansion and walking trail upgrades.

The Department of Biodiversity, Conservation and Attractions progressed procurement for the Wagyl's Noorook Thrombolites boardwalk upgrade and appointed a preferred contractor, while the Shire of Boddington advanced approvals ahead of construction commencing.

Collectively, these projects are enhancing the Peel region's trail network, improving visitor experiences and supporting recreation opportunities across the region.



PROJECT IN FOCUS

Serpentine Jarrahdale Trails Launch

Jarrahdale horse trails: a milestone for regional recreation

The opening of the Jarrahdale Horse Trails and upgraded Gooralong car park marked a defining moment for the Peel region, positioning Jarrahdale as Western Australia's first accredited Horse Trail Town.

Backed by \$1.9 million in Australian Government funding, the project delivered high quality equestrian infrastructure including a new trailhead, horse yards, water, mounting blocks and improved parking. There are two purpose built trails — the 5 kilometre Whim Trail and the 20 kilometre Jinker Trail, reflecting Jarrahdale's logging heritage — offering safe, scenic riding experiences for riders of all abilities.

The Peel Development Commission played a central role in project coordination, working in close partnership with the Department of Biodiversity, Conservation and Attractions, and the Shire of Serpentine Jarrahdale.

Principal Regional Development Officer Wendy Muir and Agreements Officer Marnie Bennett played key roles in funding management, guiding delivery and stakeholder coordination.

Officially opened in November 2025 by Senator Ellie Whiteaker, Minister for Peel Hon Jessica Stojkovski MLA, Shire President Rob Coales and Commission Chair Myrianthe Riddy, the trails celebrate a project that strengthens recreation, tourism and community connection across the Peel region.

The Jarrahdale Horse Trails represent a landmark investment in recreation, tourism and community connection, helping position Jarrahdale as Western Australia's first accredited Horse Trail Town.



Official opening of Jarrahdale Horse Trails.

Photo: Shire of Serpentine Jarrahdale

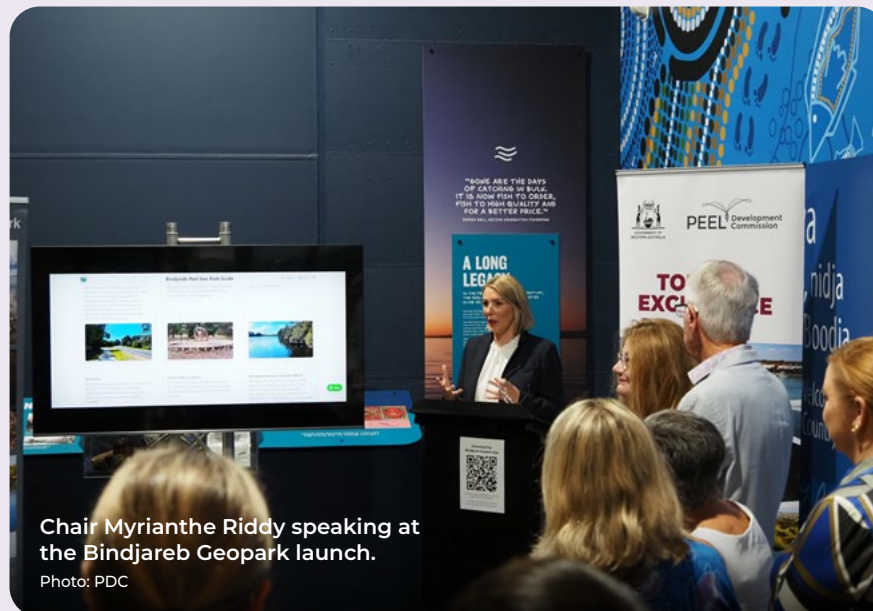
PROJECT IN FOCUS

Bindjareb Local Geopark, Trail Guide Booklet and mobile app launched

Sharing the story of country through the Bindjareb Geopark

The Bindjareb Local Geopark, Trail Guide and Mobile App launched on 15 April 2026, led by the Minister for Peel, Hon Jessica Stojkovski MLA, celebrating the Peel region's distinctive geology, cultural heritage and natural environment.

Geoparks WA developed the initiative in partnership with the Peel Development Commission, Bindjareb Elders and key stakeholders, creating an engaging and accessible way for locals and visitors to explore significant sites across the region. The Trail Guide and mobile app highlighted internationally significant wetlands, waterways and landforms, including Lake Clifton's Thrombolites, while sharing Bindjareb Noongar knowledge and stories of Country.

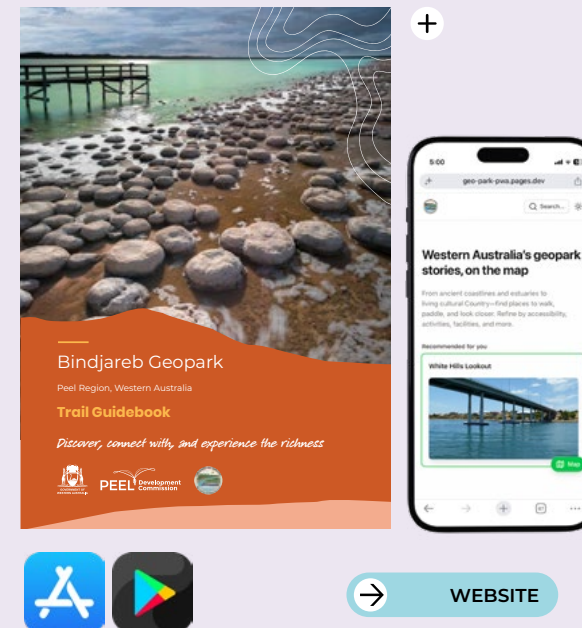


Chair Myrianthe Riddy speaking at the Bindjareb Geopark launch.

Photo: PDC

This work built on the 2024 launch of the Peel Geodrive Trail, supported by Commission funding, which introduced 12 key sites and established the region's first geotourism trail.

The project strengthened Peel's position in the growing global geotourism market and enhanced understanding of the region's environmental and cultural significance.



Globally, Geotourism and Geoparks continue to grow as visitors seek deeper understanding of the places they visit. The Bindjareb Geopark is well placed to meet this demand. The launch of the Trail Guide and mobile app represents another important step forward in establishing Geoparks in Western Australia, and we greatly value the partnership with the PDC and all Geopark working group members who have helped deliver both the Peel Geodrive Trail and the Bindjareb Geopark, Trail Guide & mobile app.

Prof Ross Dowling, Vice President, Geoparks WA

+ TAP TO VIEW LARGE

Bindjareb District Leadership Group

The Bindjareb District Leadership Group (DLG) brings together agencies and community stakeholders to improve quality of life outcomes for people across the Bindjareb region.

It coordinates collective effort and advocacy across key priority areas, including housing and homelessness, family support, family and domestic violence services, and strengthening the local Aboriginal Community Controlled Organisation (ACCO) sector. The group works through targeted actions, system-level advocacy, and a dedicated yarning group to address service gaps and improve outcomes.

The DLG unites stakeholders to take collaborative action on regional priorities, provides place-based insights to government agencies, and advances shared advocacy to achieve coordinated, region-wide outcomes.

The Commission provides secretariat support to the DLG, helping to facilitate collaboration, progress priority actions, and ensure a consistent and effective approach across the group.



Bindjareb DLG Group with Minister for Peel.

Photo: PDC

District Leadership Groups (DLGs) are place-based partnerships across Western Australia that bring together local leaders to address regional priorities.

During 2025–26, the DLG produced a number of advocacy papers provided to Ministers and relevant Government Departments to highlight regional issues including:

- Family and Domestic Violence Advocacy Paper
- Housing and Homelessness Advocacy Paper

- Bindjareb Vulnerable Families Trial Final Report Summary
- Aboriginal Community Controlled Organisations Bindjareb Yarning Circle priorities

[DOWNLOAD PAPERS](#)



District Leadership Groups

Bindjareb



CASE STUDY

Bindjareb Vulnerable Families trial

Supporting families, strengthening community: Bindjareb Vulnerable Families Trial

In partnership with the Bindjareb District Leadership Group, we proudly supported the Bindjareb Vulnerable Families Trial — an innovative, community-led initiative delivering intensive, family-centred support to vulnerable families experiencing complex and intergenerational disadvantage. With no existing Family Support Network, it addressed a critical service gap in the region by providing targeted, localised care and place-based support to families at risk of escalation into the Child Protection system.

Responding to a key action from the *Peel Away the Mask Action Plan 2022-2032*, the Bindjareb District Leadership Group used funding from the Department of Communities to pilot a much-needed Early Intervention Family Support Service.

Delivered by local not-for-profit organisation Choyces, the 18-month

trial provided over 1,000 support contacts to 151 individuals. Families facing challenges such as trauma, family and domestic violence, alcohol and other drug use, and financial hardship received transport support, school engagement assistance, safety planning, and coordinated referrals to health, legal, and housing services.

Through case management and a Navigator service, the trial has helped 39 families strengthen their parenting capacity and avoid Child Protection intervention.

The impact has been profound — reducing Child Protection concerns, improving school attendance, and helping parents re-engage with support systems.



Photo: Stock image

This trial is a powerful model of family-led care and clearly demonstrated the need for a permanent, locally funded service.

Following advocacy, Minister for Peel, Hon Jessica Stojkovski MLA worked with the Department of Communities and provided \$70,000 funding to extend the original 12 month Bindjareb Vulnerable Families trial for another 6 months until January 2026.

Following support from the trial's case manager, a child who had been disengaged from school went on to receive the Principal's Award for Attendance.

Impact of the
**Bindjareb
Vulnerable
Families Trial**

21

family referrals
via the navigation
service

>160

support contacts
provided to 66
individuals for the
navigation service

>890

support contacts
provided to 85
individuals for case
management

19

children identified
as Aboriginal

Peel Mental Health Taskforce

Peel Mental Health Taskforce: driving coordinated care and lasting impact

When a young person seeks mental health support, the system around them must respond as one. In the Peel (Bindjareb) region, this was not the reality. Fragmented services, duplication and unclear pathways meant young people were required to navigate a complex system, often retelling their story and delaying access to care.

The Peel Mental Health Taskforce was established to change this. The Peel Mental Health Taskforce is a coordinated, place-based approach to improving mental health outcomes across the Peel Health District.

The 2023–2026 program was funded in partnership by South Metropolitan Health Service, Mental Health Commission, WA Primary Health Alliance and the Department of Communities, with additional stakeholder engagement supported by the Peel Development Commission.

Over three years, the Taskforce undertook projects to coordinate and improve mental health service delivery. It prioritised and implemented projects to streamline access, and strengthen collaboration across more than 45 agencies.

Key achievements included the rollout of the Wandjoo Gateway “no wrong door” model, establishment of Peel Youth Pathways navigation service, and development of a shared service directory. These initiatives improved access, supported early intervention, and enhanced coordinated care across the region.

The Peel Mental Health Taskforce has been extended for a further year and renamed the Bindjareb Mental Health Collective, with a focus on collaborative commissioning to ensure coordinated mental health service delivery.

Over three years, the Taskforce strengthened collaboration, streamlined access, and coordinated care to improve mental health outcomes across the Peel region.



Peel Mental Health Taskforce members.

UWA Children's University Program

Inspiring young minds through Children's University

The Peel Development Commission has proudly supported the Children's University program over the past three years with the successful program fostering a love of learning and aspirations for lifelong learning. Delivered by The University of Western Australia (UWA) in the Peel region, the program supports families to explore community-based learning beyond the classroom.

In 2025, the program grew to 11 Peel schools, 15 local Learning Destinations, with 198 Peel children graduating at UWA to celebrate over 11,810 combined hours of learning.

Representatives from the Commission attended the graduation event on 4 December 2025 which was nothing short of inspirational to see



UWA Children's University Peel cohort 2025. Graduation of the Boddington, Serpentine Jarrahdale, Pinjarra and Waroona students.

Photo: UWA

The Children's University program inspires a passion for lifelong learning.

the impact this program is having on kids in the Peel region.

In Western Australia, graduating students reported being more eager to go to university following their involvement in Children's University than before — ranging from 67% to 94% of groups surveyed.



UWA Children's University Peel student groups.

Photo: UWA

Impact of the
**UWA Children's
University
Program**

11
Peel schools

15
local Learning
Destinations

198
Peel children
graduating

>11,810
combined hours
of learning

SCAN ME
TO LEARN MORE ON
**UWA CHILDREN'S
UNIVERSITY
PROGRAM**



EMAIL



WEBSITE

The Big Shed Opening

Revitalising Waroona's Big Shed

The Peel Development Commission celebrated the opening of The Big Shed at Railside Park, marking a key milestone in the revitalisation of Waroona's town centre. Chair Myrianthe Riddy joined the Shire of Waroona and funding partners — Department of Primary Industries and Regional Development, WA Department of Communities and Alcoa — in early September 2025 to acknowledge the transformation of the heritage-listed building into a versatile, all weather pavilion.

The project formed part of a \$4.4 million State Government investment in Railside Park, officially opened in December 2023. The redevelopment delivered a commercial kitchen, storage and flexible event space, enabling markets, arts activities and community gatherings. The project activated the town centre, providing residents and visitors with an inviting place to connect while preserving Waroona's heritage character.



Official opening of The Big Shed at Waroona with PDC Chair Myrianthe Riddy and Shire of Waroona President, Mike Walmsley.

Photo: Shire of Waroona

The project created a vibrant community hub while preserving Waroona's heritage and strengthening local activation.



Official opening with Caroline Knight (then Mayor of City of Mandurah); Minister for Peel, Hon Jessica Stojkovski MLA; Lisa Munday MLA and Rhys Williams MLA.

Photo: City of Mandurah

Dawesville Community Centre Opening

A new community hub for Dawesville

Dawesville residents now have a vibrant new place to connect, learn and gather with the completion of the Dawesville Community Centre.

Delivered through a strong partnership between the Western Australian Government and the City of Mandurah, the project represents a significant investment in community infrastructure for Mandurah's fast growing southern corridor. Dawesville has experienced population growth over the past 15 years, and the current population is projected to double to 15,000 in the next 10 years.

The WA Government contributed \$6.237 million towards construction, complemented by a \$2.65 million Lotterywest grant, with the City managing delivery and ongoing operations.

The modern, multipurpose facility features a communal hall with stage, commercial kitchen and function areas, meeting rooms and office space, sound insulated activity rooms, dedicated youth and playgroup spaces, and landscaped outdoor areas and playgrounds.

Officially opened on 31 August 2025 by the Minister for Peel, Hon Jessica Stojkovski MLA, alongside then Mayor Caroline Knight and local members, the centre provides a welcoming hub that supports connection, participation and wellbeing for all generations.

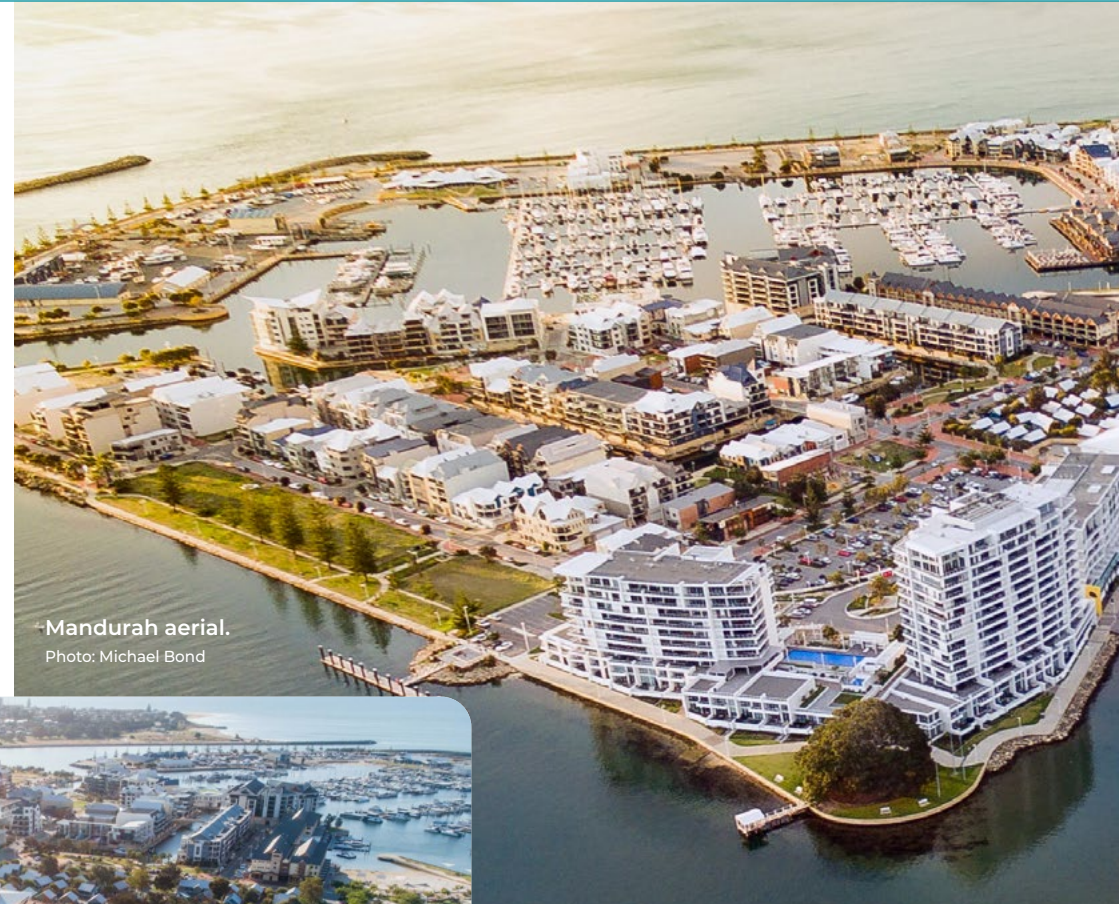
Transform Mandurah — Housing and Non-Residential Needs Assessment for the Mandurah Strategic Centre

Planning for Mandurah's future growth

To support growth planning in central Mandurah, the Peel Development Commission provided a funding contribution of \$50,000 to enable the City of Mandurah to undertake a comprehensive housing and non-residential floorspace study for the Mandurah Strategic Centre. The study guided how the City could plan for population growth over the next 10 to 30 years, identifying the quantity, type and location of housing and business space required to support a vibrant and sustainable centre.

Urbis Consulting delivered the study over six months from late 2025. The study examined housing density opportunities, identified barriers to office and commercial development, and recommended interventions to encourage short-stay accommodation, tourism and residential growth, including student and key worker housing. It also assessed infrastructure, streetscape, movement and built form requirements to ensure development was well supported.

The study informed the City's Strategic Centre Precinct Structure Plan review in line with State Planning Policies 7.2 and 4.2. It provided a strong evidence base to help unlock future residential and commercial development, create local jobs and support Mandurah's continued growth.



Mandurah aerial.
Photo: Michael Bond



Mandurah aerial.
Photo: Travis Hayto

“Mandurah serves as the Strategic Metropolitan Centre for the Peel region and accommodates a broad mix of land uses supported by its waterfront location. The precinct also benefits from strong visitor appeal, with tourism experiences and short-stay accommodation forming an important part of activity within the centre.”

Food Security and Peri-Urban Agriculture Advisory Group

Strengthening local food security in Serpentine Jarrahdale

The Shire of Serpentine Jarrahdale established the Food Security and Peri-Urban Agriculture Advisory Group to respond to rapid population growth, urbanisation and increasing demand for fresh, local food. The Shire formed the group at the request of the farming and rural community to ensure local knowledge informed future planning and policy decisions.

Chaired by local industry, the group brought together Shire Councillors and staff, farmers, Serpentine Jarrahdale Food and Farm Alliance, community members and economic development representation from the Peel Development Commission. The group provides expert advice and community perspectives to support food security, protect peri-urban agricultural land and guide sustainable growth across the Shire.

The Advisory Group identified priority actions, including advocating for legislative protections, reducing red tape, progressing a central food hub,



supporting local enterprises and strengthening community awareness of local food systems.

The group will progress opportunities to better understand and support the region's food sector through food producer mapping, food security research and regional collaboration. Members will continue to advance initiatives that improve easy access to local produce, inform future food security planning, and identify pathways to enhance food resilience across Serpentine Jarrahdale and the wider Peel region.

Local collaboration is enhancing informed decisions to protect farmland and strengthen access to fresh, local food.

Melaleuka Farm Byford.

Photo: Melaleuka Farm

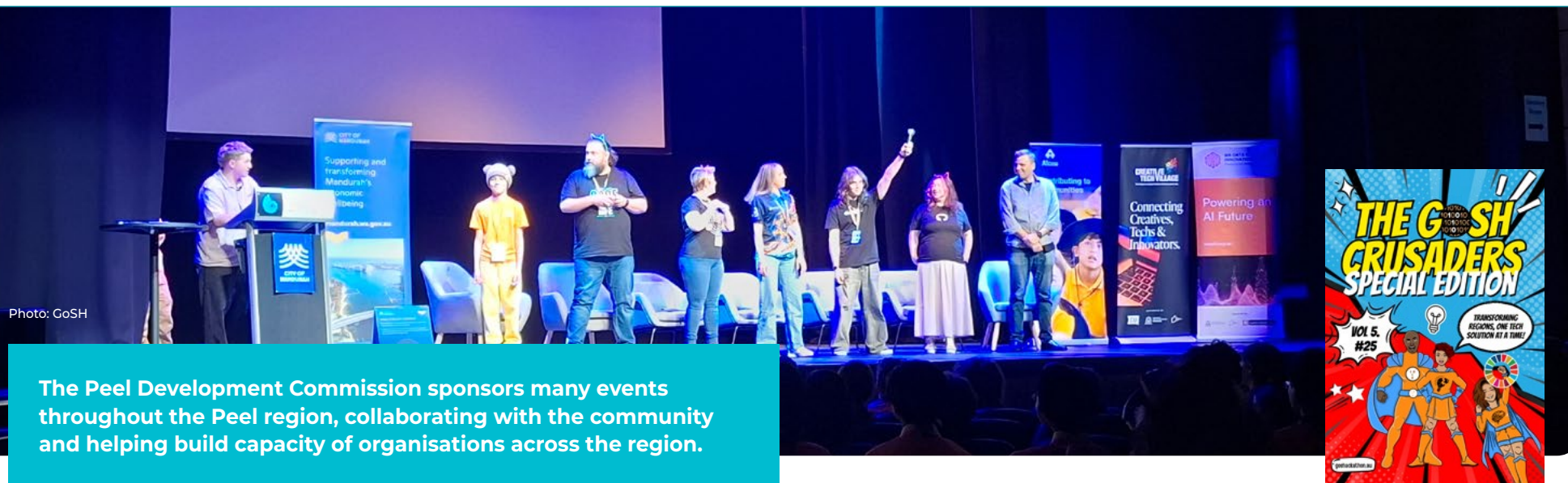


Photo: GoSH

The Peel Development Commission sponsors many events throughout the Peel region, collaborating with the community and helping build capacity of organisations across the region.

GoSH

Igniting young minds: GoSH builds tech futures in Peel

The Peel Development Commission proudly continued its support of GoSH in 2025, helping deliver WA's largest youth tech-innovation event to over 500 students from 9 schools across the region.

The 2025 Peel GoSH event marked a celebratory milestone, highlighting three years of successful growth and innovation across the region. Since its inception in 2023 starting in Peel, the GoSHowcase and GoSHackathon have now expanded to other regions — the Mid West and South West, supported by championing Regional Development Commissions.

Held on 22 August 2025 at the Mandurah Performing Arts Centre, the GoSHowcase featured presentations on innovation, AI, and future careers, alongside live tech demos, and hands-on innovation activities.

A special highlight was the participation of over 50 visiting Japanese students, bringing a global perspective and enriching the event with some cultural exchange.

On 23 August 2025, the GoSHackathon challenged young minds to solve real-world problems facing Peel by coming up with an innovative tech solution, with exciting prizes up for grabs.

The Commission provided sponsorship for GoSH 2025 and in-kind staff hours to assist with the event including the design and development of a comic book for the students, designing of Hackathon challenge questions and staff volunteering on the day at the event.

GoSH continues to expand, with more government schools joining the movement to inspire regional youth through tech and entrepreneurship. GoSH is a free and fully inclusive event, ensuring that all young people, including neurodiverse and those from vulnerable and low socio-economic backgrounds have access to opportunities for personal and professional growth.

The Commission's support ensures these opportunities remain free and accessible, helping equip local students with the skills, confidence, and vision to lead in tomorrow's digital world.

The 2025 GoSHowcase and GoSHackathon were a celebration of young people's creativity, collaboration, and the potential for technology to drive positive change in the Peel region.

Keystart Breakfast sparks regional housing conversations

In June 2026, the Peel Development Commission, Peel Chamber of Commerce and Industry and Minister for Peel, the Hon Jessica Stojkovski MLA hosted a breakfast event that brought together industry leaders to explore housing challenges and opportunities across the Peel region.

The event featured a presentation from Keystart, highlighting their range of products and initiatives designed to improve access to home ownership and support

housing supply. These included low deposit and modular home loan options, shared equity programs, and the State Government's pre-sale apartment guarantee.

A panel discussion allowed attendees to engage with Keystart, the Housing Industry Association, and City of Mandurah, teasing out further information on the current market conditions, housing challenges and opportunities in the Peel region.

“Bringing industry and government together helped shine a spotlight on practical solutions to support home ownership and housing supply in Peel.”

Keystart forum participants.
Photo: PDC

Small Grants Program

In 2025, the Western Australian Government reaffirmed its commitment to regional communities by supporting a diverse range of locally driven initiatives. Delivered through DPIRD, the Peel Small Grants Program provided over \$2.18 million in funding across 57 projects in Peel.

This latest round of funding supported projects that reflected the program's focus on inclusive infrastructure and community wellbeing. These included upgrades to sporting clubs and recreation facilities, investment in community centres and neighbourhood hubs, support for youth and family services, and enhancements to cultural, environmental and volunteer organisations. Funding also enabled new equipment, improved accessibility, and strengthened local service delivery across the region.

By empowering local organisations to respond to community needs, the Small Grants Program enhanced regional liveability, supporting accessible services, resilient infrastructure, and vibrant community spaces across the Peel region.

Other achievements

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**.



Peel Capability Collaborative group.
Photo: PDC

STRATEGIC FOCUS 2

Jobs, Economic Development, Diversification, Innovation and Infrastructure

Our objective:

Diverse and globally competitive industries and businesses that create opportunities for all.



Regional Development Minister, Hon Stephen Dawson MLC receiving a demonstration of state-of-the-art drone technology supplied by Australia Agritech.

Photo: Daniel Wilkins



Strategies:

- 1 Identify and advance opportunities to modernise and diversify Peel's economic base and skills, leveraging existing industry strengths.
- 2 Explore and enable investment attraction mechanisms for tenure in priority economic precincts.
- 3 Increase local business participation in government contracts.
- 4 Work with stakeholders to understand and fill capability gaps limiting business growth or diversification.

Jobs, Economic Development, Diversification, Innovation and Infrastructure

In 2025-26 we:



DELIVERED the Regional Economic Development (RED) Grants program, with ten projects sharing in \$1.104 million in Round 8



LAUNCHED a professionally produced RED Grants video series that brought local success stories to life and strengthened awareness of funding outcomes



ENHANCED local business competitiveness and secured new investment outcomes by delivering capability statement support and a targeted promotion campaign



SUPPORTED six Peel businesses to secure \$106,250 in Local Capability Fund funding from DEED, strengthening capability, increasing competitiveness and supporting business growth and job creation



CONNECTED Peel businesses with major projects through the Peel Business Register, driving local job creation and retaining economic value within the region



POSITIONED Peel as a centre for global drone innovation by supporting the launch of a new Drone Innovation Hub at FIPWA



ESTABLISHED a coordinated regional data platform called the Regional Data Hub that converted fragmented information into reusable intelligence



CREATED a comprehensive longitudinal demographic dataset reaching back to 1976, enabling more consistent, evidence-based planning



AUTOMATED property data processing by building an end-to-end ETL pipeline that streamlined data collection, transformation and integration, delivering significant productivity gains



SHOWCASED Peel's digital growth potential by participating in a panel discussion convening industry, government and global partners



PARTICIPATED in a Made in WA roundtable that connected local manufacturers with government stakeholders, advancing regional production opportunities



SPONSORED a Curtin Ignition participant that accelerated local innovation capacity



SPONSORED a flagship agrifood event that attracted regional businesses and visitors and boosted local economic activity



SPONSORED the Peel Business Awards that celebrate and elevate the profile of Peel businesses

Grants and funding

Regional Economic Development (RED) Grants

The Regional Economic Development (RED) Grants program was launched in 2018-19 and is a \$60.85 million over eleven years State Government initiative that invests in locally-driven projects to stimulate job creation and economic growth in regional Western Australia.

The RED Grants program supports individual projects that contribute to increasing or sustaining jobs, expanding or diversifying industry, developing skills or capability, increasing business productivity and attracting new investment to the regions.

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

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



WEBSITE

The eighth round of successful RED Grants were announced on 14 April 2026.

Ten projects shared in \$1.104 million in Round 8 to support regional job creation across a range of sectors including manufacturing, tourism, and hospitality.



SCAN ME
RED GRANTS



RED Grant Round 8 recipient summary

1. Brewvino Bar Kitchen & Lounge

\$75,000

Sky Garden — the Sky Garden will provide an all weather garden theme area for casual dining, social events and functions.

2. Boodja Ventures

\$98,071

Boodja Ventures Mereny Koorliny (Mobile Cuisine) Initiative — a 100% Aboriginal-owned enterprise funded to procure a specialised Mobile Cuisine Unit to establish a high-capacity, off-grid catering infrastructure capable of servicing remote tourism assets and regional events that currently lack amenities.

3. Expedition Holdings Aus Pty Ltd T/A Expedition Systems

\$59,818

Mandurah Manufacturing Expansion — facilities, equipment and skills development for export growth. Upgrade to infrastructure, advanced fabrication equipment, improved workflow systems and targeted staff training to meet growing demand for their Australian-made aluminium

trays and canopies and enable entry into international export markets.

4. Forest Discovery Centre

\$80,000

Improved accommodation quality for groups and staff at the Jarrah Forest Lodge. This project will convert existing internal rooms to a bathroom and toilet for each family suite.

5. Lake Navarino Holiday Park

\$81,761

Renew, Revive, Reimagine — this project will revitalise derelict heritage structures, diversify recreational offerings, and generate new local employment opportunities. Key structures, currently unused within the park will be revived and converted into a versatile 20-bed facility, while upgrades to former workers' quarters will create an additional eight beds. Purchase of equipment for passive water sports hire will improve visitor experience and accessibility to use the local waterways to support current demand.



6. Mandurah Glass Service

\$180,000

Purchase and installation of a Vertical CNC machine to upgrade glass processing functions required in the processing of glass and glazing products. The CNC will automate precision shaping, drilling and edge finishing, reducing outsourcing and manual handling, which will increase safety and productivity, and create opportunities to upskill the local workforce.

7. Mitchell's Livestock Transport

\$180,000

Establish a Livestock Trailer Fabrication and Maintenance Workshop — the workshop will enable Mitchell's to fabricate and refurbish livestock trailers and cattle pens; and perform major repairs and maintenance on 30 Prime mover trucks.

8. Murphy's Irish Pub

\$80,000

Murphy's SkyDeck — this project will deliver an all-weather rooftop dining and events environment, enabling year-round trading and creating a new destination venue for the Peel region.

9. Shire of Serpentine Jarrahdale

\$120,000

This project will upgrade the Shire-owned RV park to boost visitation, encourage longer stays and diversify tourism in the Peel region. Improvements include new visitor amenities and horse-friendly infrastructure, creating the Peel's first dedicated facility for both RV and equine overnight visitors and supporting multi-day trail experiences linked to Jarrahdale's horse trails.

10. The Drakesbrook Hotel

\$150,000

This project will increase accommodation capacity at the Drakesbrook Hotel Motel through new cabins and caravan and camping sites. The expanded offering will support industry workers and visitors, boost tourism, create local jobs and provide infrastructure to support future investment in Waroona and the Peel region.



Each of these new RED Grant projects will enhance regional liveability and economic development across the region. Throughout the year, the Peel Development Commission works closely with successful RED Grant recipients to deliver their projects and ensure they are supported to achieve their project outcomes in a timely manner.



CASE STUDY

Kanyana Engineering **\$100,000 RED Grant** — Round 3

Kanyana Engineering secured support through the Regional Economic Development (RED) Grants program to purchase advanced fabrication equipment.

A \$100,000 grant contributed to the purchase of a new 4 metre, 220 tonne press brake, expanding production capacity, enabling the business to process larger and thicker materials and access new

opportunities across mining, defence and civil sectors.

This investment attracted additional work and drove business growth, creating new employment opportunities within the Peel region. Beyond funding, the RED Grants program facilitated valuable networking and collaboration, connecting Kanyana Engineering with likeminded industries and strengthening long-term capability and competitiveness. The project demonstrated how targeted investment can build local capability, support diversification and enhance regional industry growth.



RED Grant project outcomes for **Kanyana Engineering**

7
new positions

6
new trades certificate qualifications

3
employees upskilled in corporation/industry

25%
local content in project expenditure



Kanyana Engineering owners Graham & Sharon Dawe with Minister for Peel, Rhys Williams MLA and PDC Chair, Myrianthe Riddy.

Photo: Daniel Wilkins



SCAN ME
WATCH THE VIDEO



WATCH VIDEO



CASE STUDY

Mandurah Indoor Rock Climbing **\$60,000 RED Grant** — Round 7

Mandurah Indoor Rock Climbing secured support through the Regional Economic Development (RED) Grants program, enabling expansion of its facilities to meet growing community demand.

A \$60,000 grant contributed to the development of a state-of-the-art bouldering facility, doubling floor space and enhancing the centre's capacity to deliver inclusive health, fitness and social programs.

The expansion increased accessibility to climbing, supported diverse user groups and strengthened Mandurah's position as a regional recreation destination.

The project delivered strong economic outcomes, creating employment while increasing visitation. The project demonstrated how targeted investment can drive business growth, create jobs and deliver meaningful social and economic benefits across the Peel region.



Above: Minister for Peel, Hon Jessica Stojkovski MLA and local member Rhys Williams MLA trying out the new bouldering wall.

Left: Myrianthe Riddy, Rhys Williams MLA, Gail Capener (owner Mandurah Indoor Rock Climbing), Hon Jessica Stojkovski MLA and Lisa Munday MLA.

Photos: Daniel Wilkins

RED Grant project outcomes for
Mandurah Indoor Rock Climbing

2
additional FTE

3
additional casuals

100
additional new customers

350
additional increased visitation

75%
local content spend



CASE STUDY

Boundary Island Brewery **\$100,000 RED Grant** — Round 5

Boundary Island Brewery secured support through the Regional Economic Development (RED) Grants program, enabling investment in essential production and function equipment.

A \$100,000 grant supported the purchase of canning and labelling equipment, increasing brewing capacity and improving efficiency across operations.

This investment enabled the brewery to expand its product range, including small-batch beers, and access new wholesale markets. Increased production capacity drove higher turnover and supported the creation of additional local jobs. The expanded function offering also enhanced the venue's appeal as a community and tourism destination in Peel.

The project demonstrated how targeted RED Grant investment can strengthen local manufacturing capability, support business growth and enable diversification. Boundary Island Brewery's success highlighted the value of combining capital investment with market expansion to build a more resilient and competitive regional business.



Minister for Regional Development, Hon Stephen Dawson MLC visits Boundary Island Brewery with local member Rhys Williams MLA and PDC Chair, Myrianthe Riddy.



SCAN ME

WATCH THE VIDEO



WATCH VIDEO

RED Grant project outcomes for **Boundary Island Brewery**

5
additional FTE

2
additional part-time

150,000
litre increase in production

15%
increase in functions

>20%
local content spend

Spotlighting local success: the 2025 RED Grant video series

In 2025, the Peel Development Commission embarked on its first professionally produced video series showcasing the impact of RED Grants across the Peel region. Building on years of written case studies, this new suite of four one-minute videos brings local success stories to life — capturing the people, projects and economic outcomes made possible through the program.

Filmed in 2025, each video features a Peel business owner sharing how RED Grant funding supported new equipment, expanded capability or helped unlock new opportunities for growth. Complemented by on-site footage, the series highlights how RED Grants contribute to job creation, regional diversification and stronger local industry. Hosted across the Commission's digital platforms, the series provides a vibrant, accessible resource that inspires future applicants and demonstrates the tangible value of State Government investment in regional development.



Stefan Chappell (PDC) and Emma Fishburn (SWDC) presenting at the vegetablesWA May Roadshow in Myalup.
Photo: vegetablesWA

Cross-regional collaboration strengthened support for growers and improved access to RED Grant opportunities.

Supporting growers through regional collaboration

Peel Development Commission's Stefan Chappell and Simone Hutton joined South West Development Commission's Emma Fishburn and Pip Kirby to present the State's RED Grants program at the vegetablesWA May Roadshow in Myalup. The session brought together growers from across the Peel and South West regions, who gained practical insights into preparing strong, competitive RED Grant applications.

The presenters shared clear guidance on the do's and don'ts of grant writing, helping participants understand how to align project proposals with program objectives and demonstrate outcomes.

The session strengthened awareness of funding opportunities and supported growers to build capability in accessing government investment.

This opportunity to collaborate with colleagues from the South West is a testament to the strength of the State Government's Regional Development portfolio, partnering to drive economic growth and resilience in Western Australia's horticulture sector.

Local Content

The Local Content Adviser has been engaging with small to medium businesses across the Peel region to enhance local supplier, contractor and job opportunities.

The following are key examples of how this was achieved for Peel businesses in 2025-26.

Business Spotlight Series

Showcasing local capability in action

The Peel Development Commission funded a pilot program delivered by IPS Management Consultants, to help eight local businesses in the Peel region. Supported by the Commission's Local Content Adviser, each business developed a professional capability statement that showcased its strengths, services and readiness for tenders and grant opportunities.

The project improved business competitiveness and led to a Local Business Spotlight series being featured across the Commission's website and social media, promoting the participants and amplifying their success. Expedition Systems featured in the series, showcasing its work designing and building Australian-made trays and canopies for off-road vehicles.

Its capability statement opened new client opportunities and supported successful grant outcomes, including receiving \$20,000 through the Local Capability Fund and \$59,818 through the RED Grants program.

→ [READ BUSINESS SPOTLIGHT](#)

Oasis Watering Services, a trusted local business specialising in seasonal tree watering, fertilisation and tube stock watering for natural areas, also demonstrated strong outcomes from the pilot project. The business secured the City of Mandurah Tree Watering Services contract using its capability statement to clearly present its values, experience and services, generating interest from prospective clients.

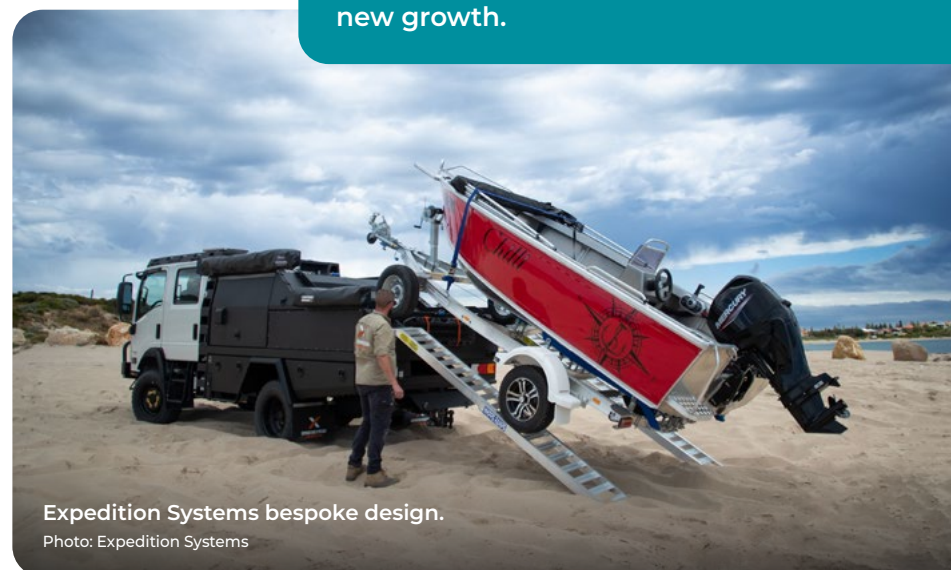
→ [READ BUSINESS SPOTLIGHT](#)

Local Content success stories

Expedition Systems used its funded Capability Statement to help them apply for a grant under the Local Capability Fund and were successful.

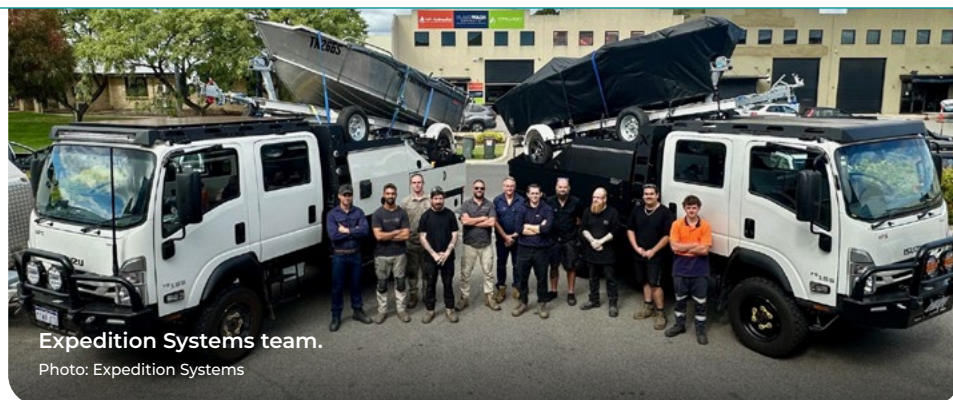
Both Expedition Systems and Murphy's Irish Pub have gone on to successfully apply for a Regional Economic Development Grant, further demonstrating how targeted early support through the Commission's Local Content Adviser can help build business confidence, capability and capacity to access larger funding opportunities and drive sustained growth outcomes for the Peel region.

Targeted support helped local businesses turn capability into opportunity and secure new growth.



Expedition Systems bespoke design.

Photo: Expedition Systems



Local Capability Fund

Peel businesses thrive with Local Capability Fund support

The Peel Development Commission proudly congratulates 6 local businesses awarded funding through the Department of Energy, Environment and Economic Diversification (DEED) Local Capability Fund (LCF) for 2025-26.

Announced on 11 December 2025 and subsequently on 16 January 2026, recipients from the Peel region secured support 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.

Peel recipients 2025-26 Regional Supplier Round were:

- Cays Engineering — **\$20,000**
- Expedition Holdings Aus Pty Ltd — **\$20,000**
- Impact ICT Pty Ltd — **\$8,250**
- Murphy's Irish Pub — **\$20,000**
- Steann Pty Ltd — **\$18,000**
- Two Heavy Pty Ltd — **\$20,000**

Total support to Peel: \$106,250

These investments will boost local capabilities, drive innovation, and create job opportunities within the region.

The Commission's Local Content Adviser continues to support local businesses in navigating future funding rounds, strengthening Peel's economic diversity and positioning regional enterprises to thrive in a competitive marketplace.

Peel Business Register

Connecting local trades to local opportunities

The Peel Development Commission is strengthening regional economic development and supporting local industry through the *Peel Business Register*. This initiative invites businesses across the Peel region to connect with procurement opportunities by joining a dedicated register provided to head contractors and project managers sourcing local trades.

By encouraging local contractor involvement, the Register helps ensure Peel businesses are top of mind for infrastructure and development projects — boosting local job creation, reducing reliance on external suppliers, and retaining

economic benefits within the region. The Register also supports innovation by showcasing the diverse capabilities of Peel's small to medium enterprises across a variety of sectors.

Businesses that sign up receive exclusive updates on tenders and events through the Commission's Local Business Opportunities mailout, coordinated by the Local Content Adviser. The Peel Business Register is a key tool in diversifying the region's economy and building resilient, connected supply chains.

→ REGISTER





PEEL BUSINESS REGISTER NOW OPEN



Connect your business to opportunities

**Calling on all businesses based in the Peel region
to join our Peel Business Register**



CASE STUDY

Essential Dynamics

Strengthening local capability through strategic partnerships

In September 2025, the Peel Development Commission's Local Content Adviser connected Essential Dynamics with global bakery company ARYZTA during construction of its \$80 million facility at the Peel Business Park. Owned by Shaun Heatly, Essential Dynamics is a boutique engineering business that develops creative solutions to complex problems — drawing on metal fabrication, 3D printing and automation to design and build made-to-order results for each job. The connection secured significant work for the business, including the



Shaun Heatly, Owner of Essential Dynamics.

supply of over two kilometres of stainless steel pipe and thousands of individual components, along with ongoing engineering support throughout the build.

To maximise regional participation, Essential Dynamics drew on other local businesses, partnering with Westurn Engineering and Pentek CNC Machining for custom fittings and component modifications and Southern Sheet Metal for urgent bending and fabrication of a customised enclosure. As the local BOC agent, Southern Sheet Metal also supplied more than 200 bottles of welding gas the project consumed and held additional stock on hand to support the project, as well as the Toolmart Mandurah store. These partnerships strengthened local supply chains and demonstrated the value of coordinated local capability.

The project supported investment in new equipment — a fibre laser CNC and a CNC press brake, now being installed, expanding what Essential Dynamics can produce in-house. ARYZTA praised the business for its responsiveness, adaptability and ability to source and manufacture components quickly, often reducing lead times by weeks and helping keep the project on schedule. Working across both procurement

and fabrication, Essential Dynamics regularly extended beyond its original scope to solve problems as they arose — keeping things moving through critical construction phases and reinforcing its reputation as a reliable, agile local supplier on complex industrial projects.

The capability and track record built on this project are now opening new conversations, including the supply of critical spares to industry. It has also driven the business to

keep innovating — most recently launching a live online laser-cutting quotation system that speeds up turnaround and makes Essential Dynamics easier to work with.

This case study demonstrates how local content initiatives can unlock opportunities, build capability and strengthen the businesses at the heart of the Peel region's industrial base.



Minister for Regional Development, Hon Stephen Dawson MLC with PDC Chair Myrianthe Riddy and local member for Mandurah, Rhys Williams MLA visit the construction site of the new ARYZTA bakery at the Peel Business Park.

ARYZTA was awarded \$250,000 in Round 7 of the RED Grants program 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.

Data in the AI era

What does it take for a two-person team to build a statewide data platform, recover 50 years of regional history, harness AI to automate complex analysis and create tools used across government?

Discover how the WARDA Data Unit is redefining regional intelligence and delivering capabilities rarely found outside major specialist data agencies.

From data to decision-making: Building WA's regional intelligence capability

While all Regional Development Commissions use data to inform their work, the Peel Development Commission's leadership of the Western Australian Regional Development Alliance (WARDA) Data Unit has established a specialised capability that is unique within the regional development network. Working across nine regions, the Unit is not simply collecting and reporting data — it is building the systems, governance frameworks, automation tools and artificial

intelligence-supported processes that transform fragmented information into strategic intelligence.

From recovering and digitising historical Census records dating back to 1976, to developing statewide data platforms, automated data pipelines and interactive geospatial tools that support government decision-making, the Unit is delivering analytical capability that far exceeds the scale of its small team.

These stories showcase how innovation, data science and responsible use of AI are helping regional Western Australia better understand change, anticipate future challenges and make evidence-based decisions.

PROJECT IN FOCUS

Regional Data Management Project

The Regional Data Management Project (RDMP) is the WARDA Data Unit's foundational programme of work, established to build a coordinated, sustainable data capability across the nine Regional Development Commissions of Western Australia in partnership with the Department of Primary Industries and Regional Development (DPIRD).

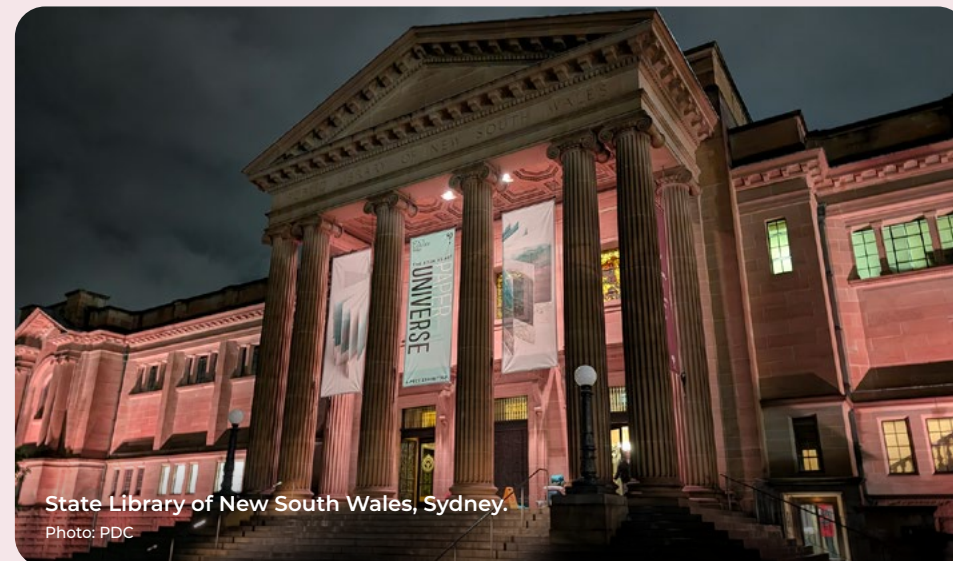
Where regional data had previously been fragmented across commissions, formats and custodians, the RDMP provides a single architecture, a shared body of method, and a common publication pathway that lets the regions speak to evidence with one voice.

At the centre of the project sits a multi-year, multi-geography data system built on PostgreSQL via Supabase, structured around a three-layer schema that separates the catalogue of variables, the harmonisation of those variables across Census years, and the underlying observations themselves. This design allows ABS Census

collections reaching back across successive Census years to be queried consistently despite changes in table codes, geography and classification systems, and it underpins the harmonised demographic, socio-economic and economic products intended to be developed now and into the future.

The RDMP also functions as a governance and capability instrument on behalf of WARDA. It maps each data product and pathway to the statutory functions and objects of the *Regional Development Commissions Act 1993*, ensuring the programme's outputs are defensibly tied to the commissions' legislated mandate to identify infrastructure needs, promote business development and provide information and advice. This alignment has been formalised through a Data Maturity Assessment Tool (DMAT) evaluation, which scored the programme's maturity and set a roadmap for improvement across governance, architecture, quality and stewardship.

Operating with only two full-time staff across nine regions, the RDMP is deliberately built



State Library of New South Wales, Sydney.

Photo: PDC

around reuse, automation and self-contained deliverables. Tools are designed to run locally where commercial-in-confidence or business-level data is involved, products are packaged as single-file artefacts that non-technical planners can open without specialist software, and method is captured so that effort spent once is recovered many times over. The result is a programme that converts a very small team into a disproportionately large analytical footprint, providing the regional development portfolio with intelligence it could not otherwise resource.

Together these elements make the RDMP not a single deliverable but the platform which supports extensive analytical capability. This includes the dashboards, the longitudinal record, the Extract, Transform and Load (ETL) pathways, the strategy and the geospatial tools (including the Energy Tracker) which all draw on the architecture, governance and method of the RDMP project.



CASE STUDY

Longitudinal Data Project

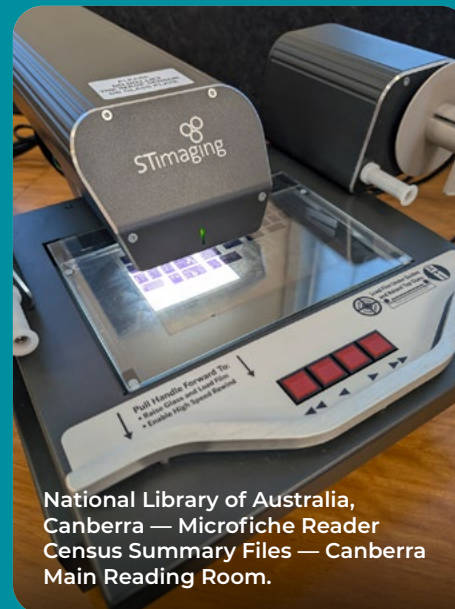
The Regional Data Manager undertook a project to consolidate historical data to provide a longitudinal lens of demographic data reaching back to 1976.

Where most regional analysis has been constrained to the handful of Census years available in modern digital form, this project extended the demographic record across half a century, giving the commissions the ability to read long-run structural change rather than only recent snapshots.

In his work capacity during a conference in Canberra, as well as a second visit to both Sydney and Canberra for data, the Regional Data Manager attended the State Library of Western Australia, the State Library of New South Wales in Sydney, the National Library in Canberra, the University of Western Australia and Curtin University to retrieve and augment a catalogue of historical information. This included verification against other sources including AURIN and the Historical & Colonial Census Data Archive. This physical retrieval was essential

for this project as much of the pre-digital demographic record survives only in printed volumes, microfiche and legacy media held across these institutions, and it had to be located, accessed and assessed collection by collection.

The project involved substantial volunteer effort to collate, transcribe and digitise records including microfiche into machine-readable formats suitable for longitudinal analysis. This work extended the technical lineage of WARDA's Census data catalogue, which had already reconstructed historical Australian Bureau of Statistics (ABS) formats from legacy binary and mapping-software structures, and it applied the same harmonisation technique so that geographies, age classifications and variable definitions could be reconciled consistently across decades despite the many changes in how the ABS has structured and reported its collections over time.



National Library of Australia, Canberra — Microfiche Reader
Census Summary Files — Canberra Main Reading Room.

Methodology, and the changes thereof to the data over time, also presented a challenge for recording data and determining data for comparative analysis and the ability to do so. Boundaries were redrawn, classifications were revised, and table structures changed between Census years, so each historical series had to be carefully mapped to a recognised framework before analysis alongside modern data could occur. The harmonised architecture developed under the Regional Data Management Project provided the backbone for

this reconciliation, allowing a 1976 observation to sit meaningfully beside a present-day one.

This data supported the government's objectives of building internal capacity and capability within the public sector. Under Open Data principles it is being developed as a product to be hosted and provided to the public to access, and to government to assist with longitudinal demographic analysis in support of evidence-based decision-making. The result was a durable, openly available historical demographic record for Regional Western Australia. **This was an asset that did not previously exist in consolidated, machine-readable form, and one that materially strengthened the evidence base available to the public and the public sector.**

ETL and processing

The WARDA Data Unit deploys a number of Extract, Transform and Load (ETL) and processing pathways that are essential to the delivery of bespoke information with limited available FTE resources directed at priority tasks and initiatives. With only two full-time staff in the Unit, automation and the structured ingestion of data are not conveniences but prerequisites. ETL provides efficiency gains that have allowed the team to deliver additional data insights to the portfolio that would otherwise be impossible at this staffing level.

The ingestion pathways are built primarily in Python around its PostgreSQL/Supabase platform, with purpose-built command-line and graphical tools that load source files into the database with automatic type inference, so that large and structurally varied datasets can be brought in reliably and consistently. ABS Census DataPacks, which arrive as large families of separate tables across multiple geographies and years, are loaded in bulk through direct database connections, with split source tables merged into wide, analysis-ready tables and files batch-renamed across years and geography codes to enforce a single naming convention.

WARDA prepares GeoPackage and CSV outputs for use in ArcGIS and QGIS. We deliver numeric joins and publish spatial layers in ArcGIS Online. These conventions are captured once and reused, eliminating non-essential resource allocation to these tasks via their automation.

Beyond standard collections, WARDA has built bespoke extraction pathways to liberate data that is otherwise locked inside interactive reports and portals. Where authoritative public data is published only through dashboards, WARDA has developed reusable tools to capture the underlying data directly and convert it into clean, structured datasets covering the full geographic extent of the source, turning a view-only publication into an analysable asset with full regional coverage across multiple reporting periods.

The common thread across all these pathways is reuse. Each tool is designed to be run again on next year's Census release, on the next portal update, on the next spatial dataset, rather than rebuilt from scratch. By investing effort once into robust, parameterised pipelines, WARDA compounds its capacity over time, converting a two-person team into a processing capability that consistently delivers timely, fit-for-purpose intelligence to nine regions.

The What: Built an automated ETL Pipeline to streamline the collection, processing and integration of property sales and rental data from a large volume of files (exceeding 1,200).

The How: Artificial Intelligence was used as a supporting tool to assist in developing a complex Python script that operates locally without loading data in accordance with the WA AI Policy Framework. This enabled the secure and efficient processing of property sales and rental data. The script automated key workflow stages, including cleaning raw CSV files, standardising data structures, accurately ingesting large datasets, validating outputs, and preparing consolidated datasets for database upload and analysis.

The script logic was structured to process data sequentially, troubleshoot errors, apply required transformations, and automate repetitive tasks, with final code reviewed and completed by Regional Data Management Officers. Developed and executed in Python through

Jupyter Notebook within Visual Studio Code, the solution provided a controlled environment for testing, validation and continuous improvement, ensuring compliance with the WA AI Assurance Framework and delivery of clean, structured data for analysis.

The Result: The resulting automation delivered a significant productivity gain by saving an estimated four to five weeks of manual work via existing ETL pipeline tools that would otherwise have been required to clean, standardise and consolidate more than 1,200 datasets.

The integrated housing sales and rental dataset supports the preparation of rental snapshots, maps and briefing notes for ministerial briefings. It has also improved WARDA's ability to monitor housing rental trends, identify areas of housing pressure, and support evidence based regional planning and decision making.

Global drone innovation lands in Peel

Western Australia took a major step forward in agricultural technology and regional innovation with the launch of a Drone Innovation Hub at the Food Innovation Precinct Western Australia (FIPWA). The Hon Stephen Dawson MLC officially opened the hub in April 2026, positioning Peel as a centre for applied technology, industry capability and innovation-led growth.

The launch introduced the Aerial Futures initiative, a collaboration between Australia Agritech, the Peel Development Commission and the Shire of Murray, who own and operate FIPWA. The program will accelerate the adoption of drone technology, support new enterprises and build capability for drone innovations to be adopted in agriculture and other key industries.

The hub demonstrates advanced drone systems in real-world settings and connects the region to global innovation networks, strengthening FIPWA's role as a gateway for international technology. It creates new opportunities for businesses to innovate, collaborate and grow.



Minister Dawson attending the official opening of the Drone Innovation Hub at the Food Innovation Precinct WA.

Photo: Overland Media

This is about bringing technology into a real-world setting where industry can see it, use it and build new opportunities around it. It opens the door for businesses across multiple sectors to engage with drone technology in a practical and commercially relevant way.



Australia Agritech Drone.

Photo: Overland Media



Building skills and innovation through the Drone Innovation Hub

In addition to funding the establishment of the Hub, the Peel Development Commission partnered with Australia Agritech to sponsor five Peel-based participants to obtain their Remote Pilot Licence (RePL), enabling commercial drone operations across key industries including agriculture, environmental management, infrastructure and construction.

This targeted investment makes the RePL Training more accessible for people to obtain an increasingly valuable skillset and positions local businesses and individuals to adopt emerging technologies. The initiative supported industry growth, enhanced productivity and strengthened the region's capacity to respond to future workforce demands. By fostering local capability and encouraging innovation, the Commission reinforced Peel's role as a leader in agritech development and skills advancement.



Drone Innovation Hub opening.

Photo: Overland Media

Strengthening Peel manufacturing

On 4 June 2026, the Peel Development Commission attended a Made in WA manufacturing roundtable in Mandurah with the Minister for Manufacturing, the Hon Amber-Jade Sanderson MLA. The event organised by Rhys Williams MLA, alongside Lisa Munday MLA, brought together local manufacturers to discuss the future of the sector in the Peel.

Participants shared firsthand insights on opportunities and challenges, spanning engineering, fabrication, food processing and advanced

manufacturing. Discussions focused on building more products locally to support job creation, strengthen industries and grow a more resilient regional economy.

The roundtable aligned with the State Government's Made in WA agenda and reinforced Peel's role as a leading regional hub across energy, mining, primary industries and defence. It also highlighted the importance of targeted investment and collaboration to unlock future growth and diversification.



Local members alongside Minister Sanderson at a manufacturing roundtable in Mandurah.

Photo: PDC

Building more in Peel is creating local jobs, strengthening industry and supporting a resilient, future-focused economy.



Made in WA manufacturing roundtable in Mandurah with Minister Amber-Jade Sanderson.

Photo: PDC

At the Peel Development Commission, we play a hands-on role in supporting local industry — connecting businesses to funding and supply chain opportunities, facilitating access to industrial land, and championing Peel as an investment-ready region.

Building capacity and capability of local industry means more local jobs, more work for Peel-based businesses, and less reliance on overseas supply chains.



Did you know?

Peel is WA's largest regional manufacturing base, where manufacturing contributes **\$11.026 billion** or **37%** of total regional output, making it our largest value sector.

Driving digital opportunity in Peel

The 2025 Peel CCI and City of Mandurah Economic Breakfast brought together more than 100 regional leaders, industry representatives and government stakeholders at the Sebel Mandurah. The event featured insights from Google on the Australia Connect subsea cable project which will make landfall in Madora Bay.

Peel Development Commission Chair Myrianthe Riddy joined Hon Stephen Dawson MLC and Google's Anderson Silveira on a panel that explored how the project could strengthen innovation, business competitiveness and long-term economic resilience across the region and position Mandurah as a strategic location for global connectivity.

Strategic digital infrastructure is positioning Peel to compete globally and strengthen the region's economic future.



Mandurah Economic Breakfast.

Photo: Peel CCI

Igniting innovation in Peel: sponsoring entrepreneurial talent

Curtin Ignition Week 2025 was a powerhouse of entrepreneurial energy with the Peel Development Commission proud to sponsor local innovator Ben Kraucevs from Matrix Bore Covers to participate in the program. Over six intensive days, Ben joined a cohort of aspiring founders to refine business models, sharpen pitches, and connect with industry mentors.

The program kicked off with strategic positioning and pitch development, followed by deep dives into business models, IP, branding, and financials. From one-on-one clinics to sessions like "Just Because You Build It, Doesn't Mean They'll Come" and "TED Talk Your Deep Tech," participants were immersed in practical, high-impact learning.

Ben's innovation — recyclable, lockable bore covers designed for safety and sustainability stood out during pitch presentations.

"Ignition was an incredible opportunity to step back, challenge my thinking, and gain insights from experienced mentors and fellow entrepreneurs," Ben shared. "The networking alone was invaluable—swapping ideas with others in the room sparked new possibilities for Matrix."

Curtin Ignition continues to be a launchpad for WA's brightest business minds and the Commission is proud to support local talent lighting the way.

Right: Curtin Ignition Peel participant Ben Kraucevs from Matrix Bore Covers with Natalie Lees (PDC).

Photo: PDC



Sponsored regional events

The Commission sponsored a number of regional events that supported building business capability and achieving our goal of economic development, diversification and innovation.



Peel Producers Long Table dinner.

Photo: Natasha Lee photography

Peel Producers Long Table Dinner

Growing Peel's agrifood sector through community collaboration

The Peel Development Commission sponsored the Peel Producers Long Table Dinner which was held on 21 March 2026, bringing together local businesses, producers and community members in Pinjarra to celebrate the region's food and beverage offering.

Presented by the Exchange Hotel, the event delivered a premium open-air dining experience showcasing local produce and strengthening the Peel's

agrifood sector. The Commission's Board and CEO joined partners and stakeholders at the event, reinforcing strong regional collaboration. The event also supported a meaningful community cause, raising more than \$74,000 for OVIS Community Services.

With 245 attendees and strong participation from 75 businesses and organisations, the dinner showcased Pinjarra as a destination for high-quality regional events, while driving visitation, local spending and ongoing business connections across the Peel region.

The Peel Producers Long Table Dinner showcased local excellence while raising more than \$74,000 to support women and children in our community.



WEBSITE

Key outcomes and impact of the **Peel Producers Long Table Dinner**

245

attendees across sponsors, partners, and public ticket holders

\$113,000

total revenue (sponsorship + ticket sales)

\$74,000

raised and donated to the Pinjarra Women's Centre (via OVIS)

75

businesses and organisations contributed support, donations, or services

165

sponsors and contributors

80

public ticket holders



The Peel Chamber of Commerce and Industry Inc. (Peel CCI) is the largest organisation representing businesses in the Peel region.

2025 Alcoa Peel Business Excellence Awards

Celebrating innovation and excellence

On 15 November 2025, Lane Group Stadium was transformed into a hub of celebration and connection as the region's business community came together for the 2025 Alcoa Peel Business Excellence Awards. Sponsored by the Peel Development Commission and hosted by the Peel Chamber of Commerce and Industry, the event recognised the

outstanding achievements of local enterprises across a range of sectors.

The awards night not only honoured innovation, sustainability, and entrepreneurial spirit but also reinforced the region's commitment to economic growth and diversification. With live entertainment, inspiring stories, and valuable networking opportunities, the event celebrated the people and businesses driving Peel's future.

Winners and finalists alike demonstrated what's possible when passion meets purpose — highlighting the importance of community-focused innovation and regional collaboration. The Commission's support for the event underscores its dedication to nurturing a thriving business ecosystem and supporting long-term, inclusive economic development in the Peel region.



Highlight

The Gala is more than an awards ceremony — it's the highlight of the Peel business calendar.

The night brings together entrepreneurs, innovators, and community leaders in a glittering celebration of success and resilience.

STRATEGIC FOCUS 3

Climate Resilience, Decarbonisation and the Environment

Our objective:

Sustainable development that restores ecosystems and lowers carbon emissions.



Bindjareb Djilba Kaadadjan Bidi Yarning Circle members Sharon Cooke and Kallan Nannup, alongside program lead Winsome MacLaurin with their award at the Australian Water Awards.

Photo: Australian Water Association



Strategies:

- 1** Explore sustainable and cost effective infrastructure options to deliver water for industry, community, ecosystem balance and population growth.
- 2** Support research and investment to restore the Peel-Harvey waterways.
- 3** Assist regional industries to understand and reduce their carbon footprint.

Climate Resilience, Decarbonisation and the Environment



In 2025-26 we:



ACCELERATED industry growth and innovation by supporting the PropaGATE Innovator Showcase at FIPWA



DELIVERED sustainable wastewater outcomes by funding Australia's first use of electrocoagulation technology to treat wastewater at a Peel based brewery



DEVELOPED the WARDA Renewable Energy Project tracker to improve visibility of renewable energy activity across regional Western Australia



ENABLED circular economy opportunities by funding a feasibility study for a Construction and Demolition (C&D) waste recovery facility in Peel



ADVANCED low carbon opportunities by commissioning a pre-feasibility analysis for a strategic carbon farming initiative aligned with the Bindjareb Djilba Plan



FACILITATED innovation in revegetation by partnering with 5 Rivers NRM and Eden Towers to trial saltbush propagation



ACTIVATED estuary restoration by partnering with 5 Rivers NRM to deliver a \$3.7 million program protecting the Peel-Harvey estuary system



RECOGNISED cultural leadership and sustainability by sponsoring Bindjareb Djilba Kaadadjan Bidi Yarning Circle members to attend the Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS) Summit Awards



SUPPORTED water stewardship outcomes through Kep Katitjin — Gabi Kaadadjan Waterwise Perth Action Plan 2, achieving national recognition at the Australian Water Association Awards



PROGRESSED marine ecosystem protection by advancing a cross-sector research partnership focused on Mandurah's dolphin population

PROJECT IN FOCUS

Beanstalk AgTech Innovator Showcase

Showcasing innovation to drive regional growth

In August 2025, Beanstalk AgTech hosted the inaugural PropaGATE Innovator showcase at the FIPWA, supported by the Commission, Shire of Murray and Grower Group Alliance. The event was the culmination of a long process of identifying and reviewing agritech solutions to managing wastewater in the craft brewing sector.

Minister for Peel, Hon Jessica Stojkovski MLA had the pleasure of attending a closed showcase of four finalists in the inaugural PropaGATE Innovator Showcase to discuss and demonstrate their technologies and how they may be deployed in Western Australian craft breweries.

The main PropaGATE showcase event was hosted by Beanstalk AgTech at FIPWA, bringing together innovators, brewers and government representatives to learn about the cutting edge wastewater treatment technologies.

The event featured bold pitches from global and Australian agtech providers, with ALGAESYS winning the People's Choice Award for its innovative wastewater treatment system that not only recycles water to reuse standards but also generates bio-methane and soil conditioners.

This exciting event marked a significant milestone in Western Australia's journey toward innovation-led regional development, and the adoption of agtech in the craft brewing sector. It was an inspiring evening that highlighted the power of collaboration, creativity, and sustainability in shaping the future of our industries.

The showcase also welcomed international innovators such as Moleaer Inc. and Aqualys Water Technologies, who shared their expertise in sustainable water management.



PropaGATE Innovator Showcase at Food Innovation Precinct WA — August 2025.

Photo: Beanstalk AgTech



SCAN ME
TO WATCH
PROPAGATE'S
VIDEO



WEBSITE

The PropaGATE Showcase demonstrated how innovation translates into real-world solutions that strengthen industry and sustainability in the Peel region.

Note: PropaGATE is WA's first agtech-focused landing pad, supported by the Grower Group Alliance, the South-West WA Drought Resilience Adoption and Innovation Hub, and the Australian Government's Future Drought Fund. Its home at FIPWA within the Peel Business Park underscores the strategic importance of this precinct in driving regional innovation and investment.



CASE STUDY

New technology could save WA brewers thousands in wastewater costs

Hydroleap was the overall winner of the PropaGATE showcase, pioneering electrochemical water treatment technology.

With the support of the Peel Development Commission, Hydroleap has deployed a real-world wastewater technology application through a live trial at Spinifex Brewing Co in the Peel region.

Hydroleap, a Singapore-based water treatment company, delivered what is believed to be the first use of electrocoagulation technology to treat wastewater at an Australian craft brewery.

Beanstalk facilitated the trial, enabling industry partners to assess performance in an operational setting. The initiative showcased how global innovation could be adapted to local conditions and industry needs.

The company installed its wastewater treatment equipment at the brewery in May 2026 and data is being collected by Beanstalk AgTech and Spinifex Brewing Co to

confirm the viability of the product and whether it is a cost-effective solution to managing wastewater in craft breweries.

Although the system has only been running for a short time, Spinifex Brewing Co is already reporting improvements in meeting its wastewater discharge requirements. The brewery has set itself the goal of doing zero harm, and maximum good for Aboriginal communities. Cleaner wastewater output supports that goal, and the brewery is also exploring circular economy opportunities, such as returning treated water, nutrients and composted waste back onto the farmland that supplies its brewing ingredients.

The outcomes of this trial will extend well beyond a single site, providing valuable insights into sustainable wastewater management for other WA breweries.



The Hydroleap and Spinifex teams installing Hydroleap's wastewater treatment technology at Spinifex.

Photo: Beanstalk AgTech

[→ READ MORE](#)

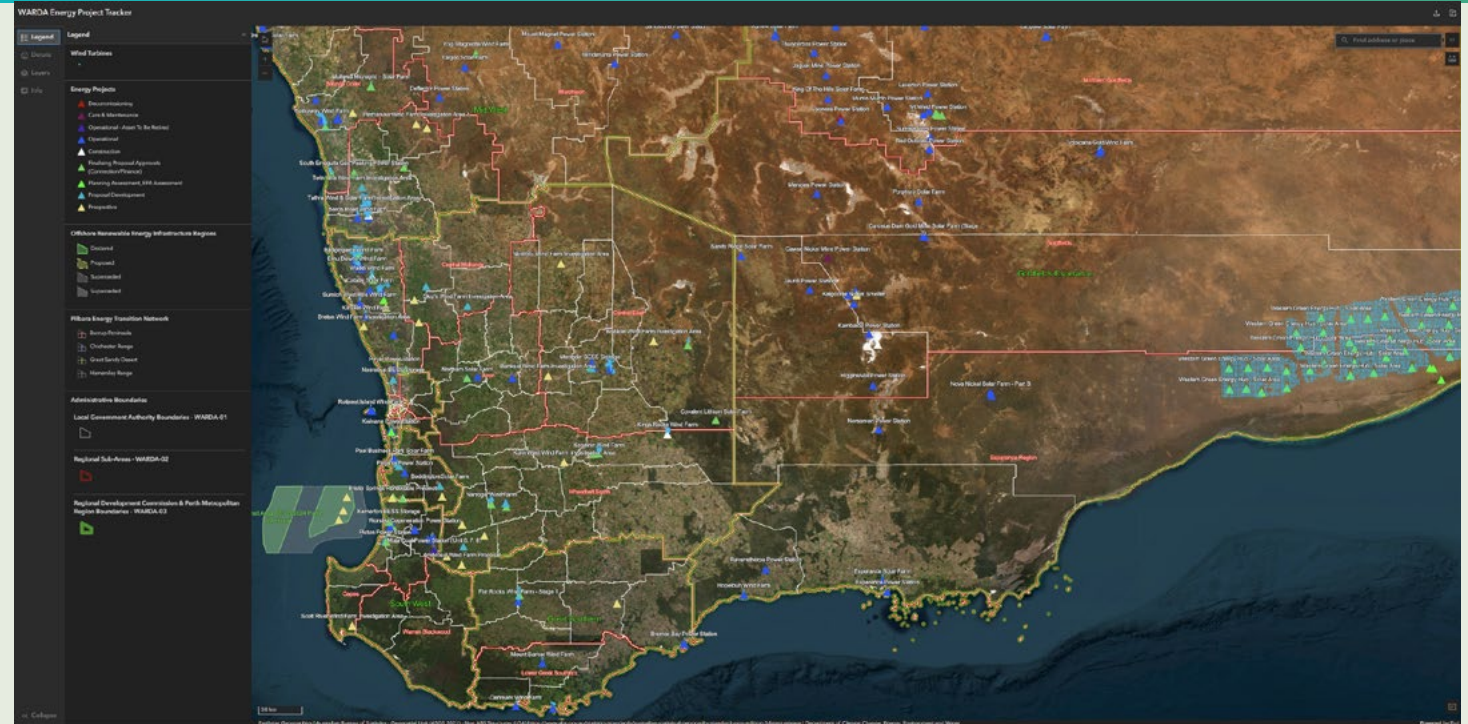
PROJECT IN FOCUS

Energy project — The WARDA Energy Tracker

The WARDA Energy Tracker is the WARDA Data Unit's flagship spatial intelligence product: a comprehensive, continuously maintained map of the energy projects shaping the future of Regional Western Australia.

Overview

Delivered as an interactive ArcGIS application and underpinned by a structured spatial database, the Tracker brings together every significant energy project in the state. This includes the identification of projects that are operational, under construction and proposed, including their status within statutory assessment frameworks. These are brought into a single authoritative view that regional development practitioners, planners, proponents and decision-makers can interrogate region by region.



The project represents the clearest demonstration of how raw, fragmented public information can be consolidated into a decision-grade asset that speaks directly to the Regional Development portfolio and its mandate.

The motivation for the project is straightforward. Western Australia is at the centre of a generational shift in how energy is produced, stored and transmitted, and the regions are where that shift physically is occurring. This is via proposed

developments and investment into wind turbines, solar arrays, battery installations and hydrogen facilities now being planned across the state. Information describing this transformation has historically been dispersed across regulators, agencies and proponents, none of whom hold a complete picture and few of whom present it spatially. Without a consolidated view, the commissions could see individual projects but not the cumulative pattern; the Tracker exists to close that gap and

give the regional development portfolio a single source of truth on energy infrastructure. As a result of this strategic piece of work, the Department of Planning, Lands and Heritage (DPLH), Department of Energy and Economic Diversification (DEED), Department of Transport and Major Infrastructure (DTMI) and the Department of Fire and Emergency Services (DFES) utilise this asset to assist in planning, decision making and impact assessment.

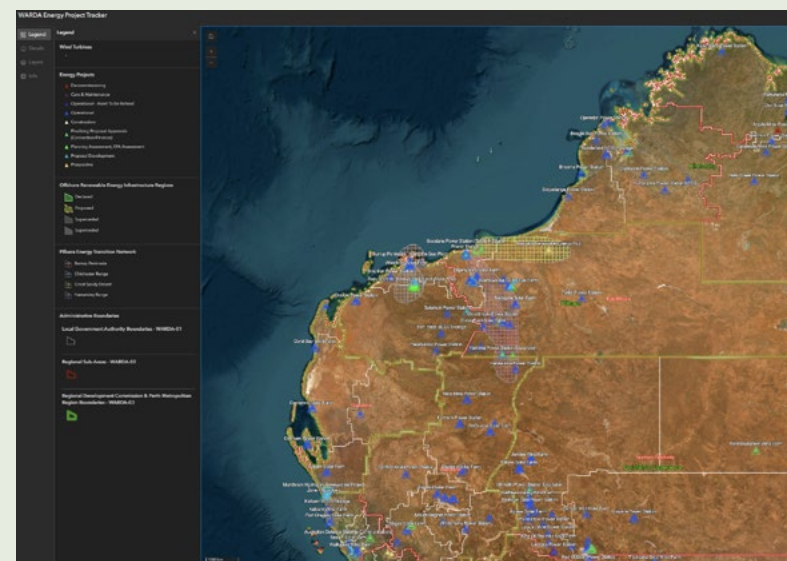
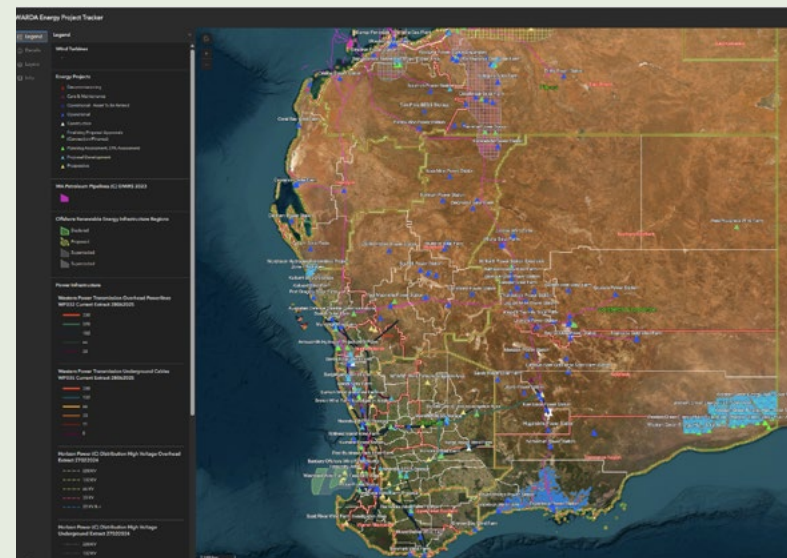
Scale

To support usage, polygon and point layer geospatial data was generated. The Tracker comprises roughly 198 project footprint polygons capturing the physical extent of developments, alongside thousands of individual infrastructure point locations. This includes a detailed turbine dataset, more than 5,000 turbine positions and a register of project points carrying attributes and regulatory links. This combination of point, polygon and project attribute data means a user can move seamlessly from a statewide overview down to the precise location and configuration of a single development.

Regional breakdowns are built in, allowing each Regional Development Commission to see the energy activity within its own boundaries. Some regions lead on operational renewable capacity, while other regions carry disproportionate shares of the forward works pipeline. This is of consequence for transmission, workforce, housing and supporting infrastructure investment decision making that needs to occur and the infrastructure and community investment which needs to follow.

Establishing the tracker

Building the Tracker required Extract, Transform & Load processes (ETL) for ingestion, including harmonisation project information across a number of public information sources. This included International, National, Not for Profit and State information sources amongst company reports and regulatory filings. Energy project information is scattered across multiple custodians and publication formats. These include federal environmental approvals under the Environmental Protection and Biodiversity Conservation (EPBC) framework, state environmental assessment through the Western Australia Environmental Protection Authority (EPA), planning and land approvals through DPLH and the Development Assessment Panels, and proponents' own disclosures. Each provider and their data align to different formats and standards. The Regional Data Management Officer consolidated these sources into a single, consistently structured spatial dataset, reconciling project identities, statuses and geometries across the various information sources.



PROJECT IN FOCUS

Critically, each project in the Tracker is linked to its regulatory approval status, with references back to the relevant EPBC, EPA WA and planning determinations. This transforms the Tracker from a simple inventory into a live picture of where each project sits in the regulatory pipeline. This distinguishes what is operating from what is approved, under assessment, or still proposed. Maintaining this currency requires continuous update, with major refreshes undertaken on a quarterly cycle as approvals progress, some projects are removed and new projects enter the pipeline.

The spatial data itself is prepared to the same rigorous conventions the Unit applies across all its GIS outputs, ensuring the layers publish cleanly to ArcGIS Online and behave predictably for downstream users. The result is a product that is both authoritative in content and robust in delivery.

Statutory/strategic alignment

The Energy Tracker is the most direct expression in the entire programme of the commissions' statutory duty under the *Regional Development Commissions Act 1993* to identify infrastructure needs and monitor their delivery. By spatially documenting every energy infrastructure project and its

regulatory status, the Tracker fulfils this function in a way no narrative report could, giving the commissions a defensible, evidence-based view of the infrastructure pipeline across their regions.

This alignment is not incidental. Several commissions have explicitly identified energy infrastructure as critical to their regional futures. The Tracker provides each of these commissions with the spatial evidence to advocate for transmission, workforce and enabling infrastructure with confidence, and to coordinate their efforts against a shared, statewide picture rather than competing partial views.

The Tracker also feeds the Regional Data Management Project's wider cumulative-impact and scenario work. Because each project carries capacity, technology, location and approval-stage attributes, the dataset can be analysed not only as a static inventory but as an input to forward modelling, enabling estimates of the construction workforce a region will need to absorb, the housing and services pressure that workforce implies, and the timing at which clusters of projects will reach key milestones. In this way the Tracker becomes a planning instrument rather than merely a record, allowing the commissions to anticipate the second-

order consequences of the energy transition well before they materialise.

Significance and outlook

The energy transition is the single largest economic and infrastructure phenomenon facing Regional Western Australia, and the WARDA Energy Tracker gives the regional development portfolio an instrument equal to its scale. By converting fragmented, view-only regulatory information into an integrated, openly structured spatial product, WARDA has created an asset of genuine strategic value. It supports investment attraction, infrastructure planning, workforce and housing forecasting, and environmental coordination simultaneously.

As the pipeline matures, the Tracker's continuous-update model ensures it will remain current, tracking projects as they move from proposal through approval to operation and recording the transition in real time. Combined with WARDA's longitudinal demographic and economic datasets, it positions WARDA to answer the defining regional question of the coming decade: where the energy transition will land, what it will demand of each region, and how the commissions can continue to be proactive rather than reactive in

regional policy development and best-practice decision making.

Looking forward, the project also establishes a template WARDA is extending to adjacent domains. Updates to the WARDA Major Project Tracker, and WARDA Digital Communications Assets and other tools will be pivotal in supporting government and commissions where the regions face the same fragmentation of information. The Energy Tracker is therefore both a finished deliverable and a proof of concept for a broader regional infrastructure intelligence capability.

The Energy Tracker stands as the clearest proof of the WARDA Data Unit's central proposition that a small, well-architected data capability can deliver intelligence of state-shaping consequence.

SCAN ME
TO ACCESS
THE WARDA
ENERGY PROJECT
TRACKER



WEBSITE

Building a circular future: Construction and Demolition Waste Feasibility Study

The Peel Development Commission, in collaboration with the Shires of Waroona, Murray and City of Mandurah completed a vital feasibility study to explore the development of a Construction and Demolition (C&D) waste recovery facility in the Peel region. This forward-thinking initiative actions a key recommendation of Governments' *State Waste Infrastructure Plan* (2024) in Peel that aims to increase C&D recovery and reduce landfill waste, while unlocking economic and social benefits through the transformation and reuse of construction materials.

The study, delivered by Talis, assessed the current state of C&D recycling in the region, identifying barriers, infrastructure needs and market opportunities in the region. With guidance from a dedicated Project Management Group, the study provided recommendations for future investment in a new C&D waste recovery and reuse facility in the Peel.

This project is a key step towards delivering a regional priority of the WA Waste Infrastructure Plan, in support of sustainable development, a cleaner, more resource-efficient and economically diverse Peel region.

What is the forecasted infrastructure shortfall?

The *State Waste Infrastructure Plan* forecast a **51,500 tonnes per annum** shortfall in capacity to process C&D waste in the Peel region.

Waste data and projections: **C&D waste generation estimate for the region:**

~181,000
tonnes per annum in
2024-25

~232,000
tonnes per annum
by 2034-35



Photo: Stock image

Exploring carbon farming opportunities in Peel

During 2025-26, the Peel Development Commission, in conjunction with Winjan Aboriginal Corporation and 5 Rivers NRM, commissioned Decarbonisation Solutions to undertake an economic pre-feasibility analysis of a strategic carbon farming initiative aligned with the Bindjareb Djilba Plan for the protection of the Peel-Harvey Estuary. The study assessed opportunities for fully funded environmental plantings across 125 hectares at Keralup and within the Serpentine River catchment.

The analysis confirmed strong environmental and economic potential, including the capacity to

generate up to 49,469 Australian Carbon Credit Units (and associated financial revenue) over 25 years while supporting large-scale revegetation and waterway restoration. The project also identified opportunities to create Aboriginal ranger roles and deliver long-term social, economic and environmental benefits.

The project provided valuable insights into carbon markets, funding pathways and delivery models and presented new opportunities to support the Peel region's transition to a low-carbon, climate-resilient economy.



Diversity

Peel's diverse landscape — from the coastal wetlands and palusplains to its hinterland of farmland and remnant bush — offers a mosaic of opportunities. Many areas have been historically cleared but retain ecological resilience that lends itself to innovative carbon farming models that combine revegetation, Indigenous land management, and biodiversity restoration.

Carbon Farming Pre-Feasibility Study by Decarbonisation Solutions

Carbon farming

Carbon farming is the implementation of land management practices that remove greenhouse gases from the atmosphere or prevent their release. Under the ACCU Scheme administered by the Clean Energy Regulator (CER), carbon farming allows landholders and Traditional Owner groups to earn credits by changing land use and vegetation practices. In regions such as Peel, where traditional agriculture is challenged by urban expansion, nutrient loss, soil degradation, and biodiversity loss, carbon farming provides a compelling alternative for sustainable land use.



With a growing interest in climate action, Peel is well-positioned to pilot innovative carbon farming models that combine revegetation, Indigenous land management, and biodiversity restoration.

Photo: Stock image

Trialling innovative saltbush propagation to support landscape restoration

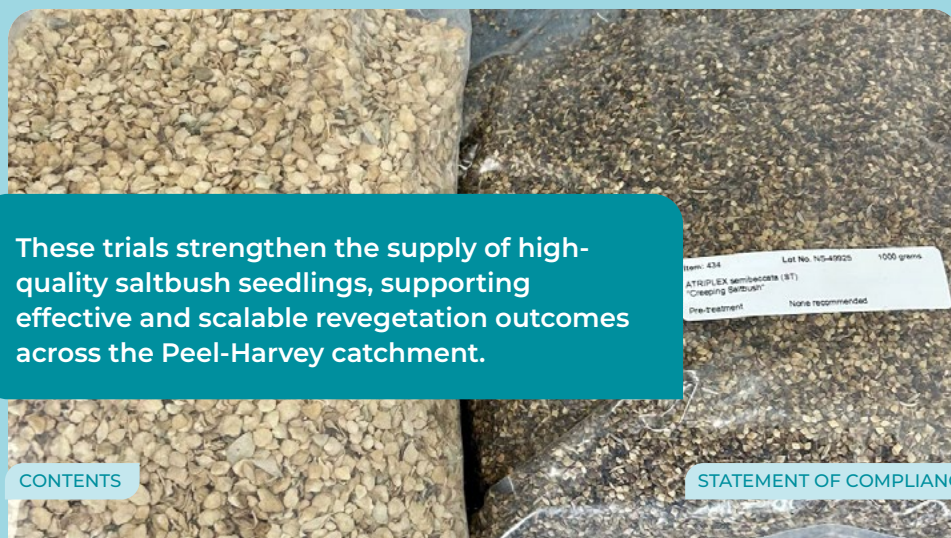
The Peel Development Commission facilitated a partnership between 5 Rivers NRM and Eden Towers to trial saltbush propagation for revegetation projects in a controlled growing environment. While not a formal party to the agreement, the Commission enabled collaboration by supplying three locally appropriate saltbush seed varieties for testing.

5 Rivers NRM and Eden Towers progressed trials across three seed types — *Rhagodia preissii*, *Atriplex nummularia* and *Atriplex semibaccata* — to assess germination, growth performance

and survival rates for future revegetation projects. Eden Towers conducted trials in batches of approximately 1,000 seedlings per series, applying industry best practice to produce robust, healthy tube stock suitable for on-ground planting.

The initiative strengthened local capability and explored new approaches to large-scale rehabilitation planting. Early trials informed seedling production, with subsequent planting and monitoring providing valuable insights into in-ground performance and long-term restoration outcomes.

Saltbush seeds.



These trials strengthen the supply of high-quality saltbush seedlings, supporting effective and scalable revegetation outcomes across the Peel-Harvey catchment.

Restoring Bindjareb Djilba through community collaboration

The State Government committed \$5 million to strengthen grassroots efforts to restore the Bindjareb Djilba (Peel-Harvey Estuary), supporting community-led action and Traditional Owner partnerships. The Peel Development Commission partnered with 5 Rivers NRM to grant them \$3.7 million to support the delivery of priority ecological restoration to support and complement the Bindjareb Djilba Protection plan.

Funding will enable 5 Rivers NRM to deliver fencing, revegetation and other key restoration activities targeting priority areas near the Waangaamaap Bilya (Serpentine River) and surrounding waterways. The funding will accelerate on-ground action to protect the estuary's health and build climate resilience.

5 Rivers NRM will also deliver education programs to engage primary school children from Dawesville and Mandurah, as well as deliver a small community grants program to support grassroots initiatives that benefit the waterways.

The Commission executed a Funding Agreement in February 2026, enabling 5 Rivers NRM to progress approvals and deliver works through to 2029. Design workshops with five local primary schools informed the education program, ensuring strong community ownership from the outset.

By empowering local groups to lead restoration, the initiative accelerates meaningful environmental outcomes while fostering long-term stewardship.

5 Rivers NRM continues to deliver the program through to 2029.

Collaborative action is strengthening climate resilience and protecting the long-term health of Bindjareb Djilba.



Bindjareb Djlba Kaadadjan Bidi Yarning Circle members receiving the national Excellence in Sustainability and Sustainable Futures Award at the AIATSIS Summit.

National recognition for cultural governance on Bindjareb Boodja

The Bindjareb Djlba Kaadadjan Bidi Yarning Circle received national recognition at the 2026 AIATSIS Summit Awards, winning the Excellence in Sustainability and Sustainable Futures Award. As a key partner in delivering the Bindjareb Djlba Protection Plan, the Yarning Circle strengthened cultural governance by providing a space for knowledge sharing, connection and collective decision-making for Country.

The Commission supported attendance of Yarning Circle member Kallan Nannup from Winjan Aboriginal Corporation to attend the national Summit in Queensland.

This achievement reflected strong collaboration between Aboriginal organisations, government partners including the Department of Water and Environmental Regulation and investment through Healthy Estuaries WA which enabled this work and supported long-term outcomes for community and environment.

The award celebrates the impact of an Aboriginal-led approach to delivering sustainable futures and reinforced the importance of partnerships grounded in respect, cultural knowledge and shared commitment.

National recognition for waterwise partnership

Kep Katitjin — Gabi Kaadadjan *Waterwise Perth Action Plan 2* (2022–24) received the national Australian Water Association Award for Organisational Excellence, recognising a collaborative and culturally grounded approach to water planning. The plan was co-designed with Danjoo Koorliny and the Bindjareb Djlba Kaadadjan Bidi Yarning Circle, embedding Aboriginal knowledge and connection to Country at its core.

The Peel Development Commission supported this work by fostering

cross-sector collaboration and enabling regional participation, including supporting attendance at the national awards.

Guided by the Water Sensitive Transition Network, partners shared expertise, tested ideas and aligned efforts to advance climate resilience across Boorloo and Bindjareb.

This recognition reflected sustained leadership, shared knowledge and collective commitment to long-term outcomes for community and Country.



Representing the program at the awards were Bindjareb Djlba Kaadadjan Bidi Yarning Circle members Sharon Cooke and Kallan Nannup, alongside program lead Winsome MacLaurin.

Photo: Australian Water Association

Mandurah Dolphin Research Project: Linking ecosystems, culture and conservation

The Mandurah Dolphin Research Project continues to advance research and management priorities for the resident Indo-Pacific bottlenose dolphin population of the Peel-Harvey Estuary.

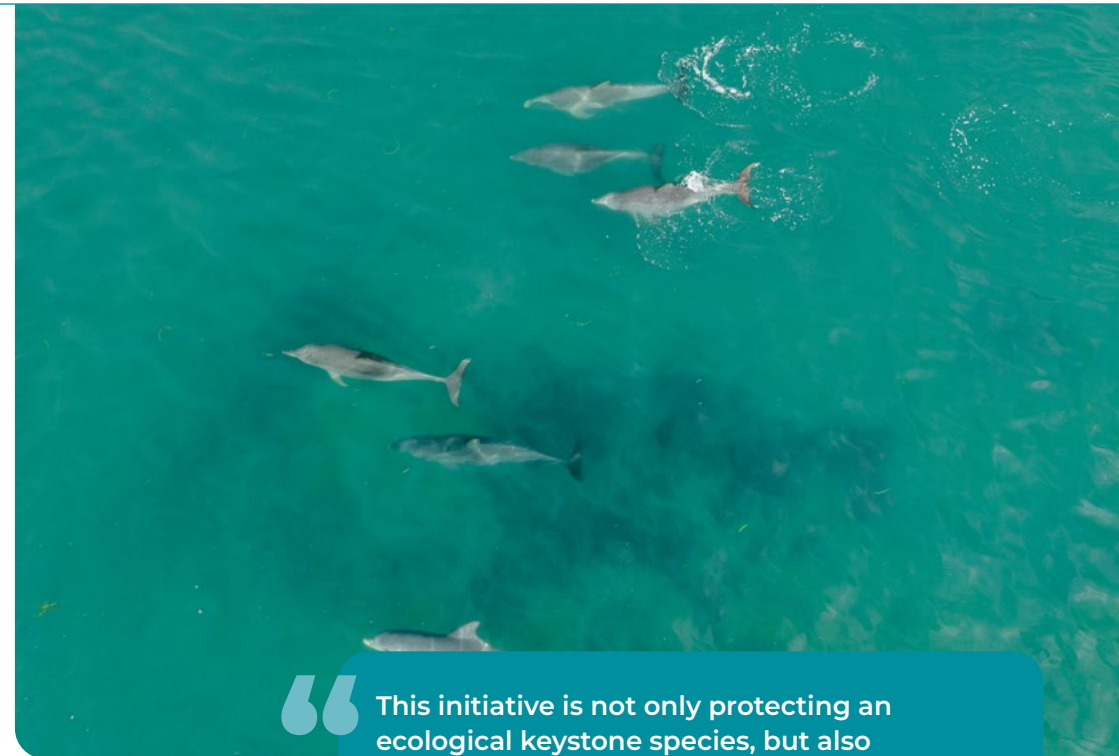
Dolphins are more than just an iconic tourism presence in Mandurah's waterways — they're vital to the health of the Peel-Harvey Estuary (twice the size of Sydney Harbour) and its cultural identity. In 2024, a three-year research partnership was launched between Murdoch University, the City of Mandurah, Peel Development Commission, 5 Rivers NRM, and Visit Mandurah to better understand and protect this unique dolphin population aligning with Ramsar conservation values.

Population monitoring has identified 78 resident dolphins in 2026, compared with a baseline mean of 88 during 2016–2019. While this remains within the variation predicted by previous population modelling, several demographic indicators warrant continued attention, including no observed immigration, a reduction in juveniles from 33.3% to 17.9%, the

loss of 13 mature females since 2016, and unchanged pre-weaning calf mortality of 32%.

The project has also continued to support the detection and monitoring of dolphin incidents, with four live-stranding events detected in 2026 and ongoing work to identify opportunities for a more coordinated, consistent and animal-welfare-focused incident response strategy.

A survey is planned for the second half of 2026, targeting at least 500 respondents to evaluate how residents and visitors value dolphins, along with an updated Population Viability Analysis using 10 years of data to be conducted at the end of 2026.



“This initiative is not only protecting an ecological keystone species, but also reinforcing Mandurah's status as a leader in sustainable estuary stewardship.”



Bottlenose dolphins.
Photos: Visit Mandurah

STRATEGIC FOCUS 4

Aboriginal Empowerment and Prosperity

Our objective:

Aboriginal people, families and communities are empowered to participate in the regional economy and society.



Middar Dance Group performing at the Mandja NAIDOC Danjoo Yoki 2025 Community Day event (November 2025).

Photo: Shazza J Photography



Strategies:

- 1** Build and maintain strong collaborative relationships with Traditional Owner groups.
- 2** Support economic development opportunities arising from the South West Native Title agreement.
- 3** Support Aboriginal people activating their capital through interests in land, culture and skills.
- 4** Support Aboriginal workforce participation, career growth and business ownership.

Aboriginal Empowerment and Prosperity

In 2025-26 we:



CHAMPIONED cultural recognition and inclusive engagement by sponsoring the Mandja NAIDOC Danjoo Yoki Community event, advancing Aboriginal voice and connection across the Peel



DEEPENED cultural understanding by participating in immersive cultural awareness learning, building stronger partnerships with Traditional Owners and connection to Country



CO-HOSTED the inaugural Bindjareb Black Coffee event, driving Aboriginal economic participation by connecting First Nations businesses and increasing visibility



FACILITATED ongoing dialogue through the Bindjareb Yarning Circle enabling coordinated, community-led responses and building trust between Aboriginal leaders and WA Police



ENABLED innovation and opportunity by facilitating a strategic partnership to establish a Drone Innovation Hub, advancing regional capability and creating pathways for Aboriginal employment in emerging technologies



PROJECT IN FOCUS

Celebrating culture, leadership and community across Bindjareb

The Commission celebrated NAIDOC Week supporting a diverse program of events that strengthened cultural awareness, community connection and recognition of Aboriginal heritage.

Community members participated in activities including the Winjan Open Day, Nidjalla Waangan Mia Expo Day and the sold-out Bindjareb NAIDOC cruise led by George Walley.

The Commission jointly sponsored a free Community Day held on 22 November 2025 at the Mandurah Western Foreshore, which attracted strong attendance from families and community members. The event created a welcoming space to celebrate culture, connection and shared history, with music, dancing and market stalls that highlighted local Aboriginal organisations and community leadership.

The Commission worked closely with partners, including the coordinating organisation Winjan Aboriginal Corporation, to support delivery of these events. This collaborative approach strengthened relationships and elevated Aboriginal voices across the region. By investing in NAIDOC Week celebrations, the Commission demonstrated its commitment to inclusive community development and contributed to a deeper understanding and appreciation of Bindjareb people and culture.



Middar Dance Group performing at the Mandja NAIDOC Danjoo Yoki 2025 Community Day.

Photo: Shazza J Photography

Celebrating culture strengthened connection, elevated Aboriginal voices and brought community together across Bindjareb.



Building cultural understanding

At the conclusion of 2025, Peel Development Commission staff participated in a Cultural Awareness Training day in Boddington, facilitated by Brett Hill of the Wilman (Dryandra) People Corporation. The day began with a Welcome to Country and Smoking Ceremony, creating a reflective atmosphere and strong foundation for cultural connection and learning.

Staff gained insight into the Healthy Country Plan for Dryandra, deepening our understanding of boodja (land) and its cultural significance.

Through hands-on activities, staff strengthened their appreciation of the interconnected relationship between people, place and culture.

Following a shared lunch by the riverbank, staff took part in a cultural walk, engaging with stories and traditions unique to the region.

The experience strengthened respect, cultural knowledge and collaborative relationships, reinforcing a shared commitment to working alongside Traditional Owners and caring for Country.



Cultural awareness training with Brett Hill, Wilman Aboriginal Corporation at Hotham River, Boddington.

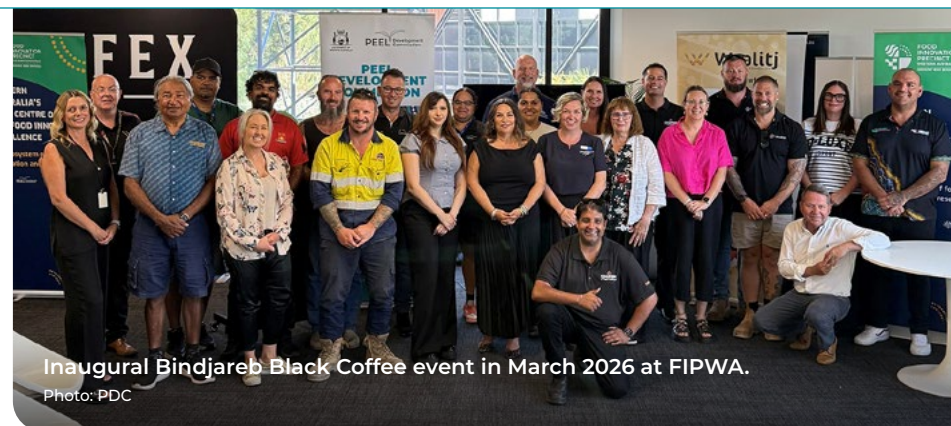
Photo: PDC

SCAN ME

TO LEARN MORE
ABOUT THE
WILMAN PEOPLE
CORPORATION



WEBSITE



Inaugural Bindjareb Black Coffee event in March 2026 at FIPWA.

Photo: PDC

Empowering Bindjareb businesses through connection and collaboration

In 2025-26, the Peel Development Commission continued its strong commitment to fostering economic growth for Aboriginal businesses across the region.

The Commission co-hosted the inaugural Black Coffee Bindjareb event with Waalitj Hub & Peel Chamber of Commerce & Industry in March 2026, delivering a powerful morning of connection, yarning and shared learning for leaders, entrepreneurs and businesses. Held at the FIPWA, the event brought together 26 participants and created a welcoming environment to strengthen understanding of the capability, diversity and resilience of First Nations people.

Facilitators Hamish Johnston (former Waalitj Hub employee) and Kallan Nannup (Winjan Aboriginal

Corporation) guided open discussions on the realities of running a business, highlighting opportunities, challenges and pathways for growth. Participants shared experiences and insights, strengthening visibility of successful First Nations enterprises across the Peel region.

The Commission's Local Content Adviser helped coordinate the event and observed strong engagement, new connections and emerging peer support.

The Commission valued the collaboration with partners and has continued participating in the Black Coffee events monthly, strengthening the growing Bindjareb business community.



CASE STUDY

Bindjareb Yarning Circle

Strengthening trust through yarning

The Peel Development Commission supported the Bindjareb Yarning Circle, a subgroup of the Bindjareb District Leadership Group, where local Aboriginal representatives met regularly with senior Western Australia Police and the Department of Justice to strengthen relationships and improve community outcomes. Bi-monthly meetings held between December 2025 and June 2026 created a culturally safe space for open dialogue, shared understanding and collaborative problem-solving.

Participants discussed key priorities, including youth engagement, early intervention and pathways to employment, recognising the importance of connection, culture and community-led solutions. Conversations highlighted the need for stronger partnerships across agencies and Elders' involvement to guide young people.



Bindjareb Yarning Circle members meet with senior WA Police.

The March 2026 session, held at Winjan Aboriginal Corporation, brought together community leaders, youth services and justice representatives to identify practical actions and opportunities for coordinated support. This led to the Department of Justice opening up an opportunity for Elders and other Bindjareb community members to sign up in June 2026 to become mentors for young people coming into contact with the justice system.

The Commission values the continued collaboration, which strengthens mutual trust and empowers Aboriginal voices in shaping initiatives that support safer, more connected communities across the Bindjareb Peel region.



Bindjareb Yarning Circle.

Driving innovation and opportunity on Bindjareb Boodja

The Peel Development Commission supported a new Memorandum of Understanding between Australia Agritech and Winjan Aboriginal Corporation, marking a significant step forward in regional innovation. Partners committed to establishing a Drone Innovation Hub in Keralup to deliver trials, training and demonstrations of drone technologies for commercial applications.

The initiative aligned with the Commission's priorities for economic diversification and Aboriginal empowerment, enabling local businesses to explore new technologies that enhance productivity and competitiveness. Access to local training and equipment strengthened uptake and capability across the region.

Importantly, the partnership embedded Aboriginal leadership in innovation. Training opportunities will support skills development and create pathways to employment in emerging technology sectors. The Hub may also strengthen Winjan's land management and aerial monitoring activities, supporting long-term care of Bindjareb Boodja as new adopters of modern drone technologies available through Australia Agritech.

The Commission valued this collaboration, which advanced innovation while empowering Aboriginal participation in the digital economy.

“By placing Aboriginal leadership at the centre of innovation, we created opportunities for skills, jobs and long-term stewardship of Bindjareb Boodja.”



STRATEGIC FOCUS 5

Organisational Excellence

Our objective:

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



Graduating trainee group Solid Futures Program 2026.

Photo: Public Sector Commission



Strategies:

- 1** Steward a vision for the Peel's economic, social and environmental development.
- 2** Build and maintain collaborative, effective and trusted relationships and partnerships.
- 3** Regular provision of accurate and timely regional intelligence.
- 4** Contribute to the Regional Development Portfolio on shared regional development objectives.
- 5** Build and retain a capable and healthy workforce.
- 6** Embed appropriate governance practices.

Organisational Excellence

In 2025-26 we:



CREATED meaningful career pathways by hosting a Solid Futures trainee, supporting Aboriginal and Torres Strait Islander participation in the WA public sector



PARTNERED with the UWA McCusker Centre for Citizenship to host an intern, contributing to priority work on the Bindjareb Geopark



ENHANCED staff capability through participation in annual workshops and professional development opportunities



CELEBRATED diversity and inclusion by actively participating in events such as Harmony Week



FOSTERED a high-performing workplace by driving staff wellbeing and team connection through a highly engaged workplace initiative



ELEVATED the Commission's regional profile through targeted communications that improved stakeholder understanding and demonstrated impact across Peel



CONNECTED stakeholders through regional events, including the Peel Budget Roadshow lunch, providing clear insights into State Budget priorities



IMPROVED governance, risk management and accountability through robust audit outcomes and enhanced compliance frameworks



PROJECT IN FOCUS

Solid Futures Traineeship program delivers strong outcomes in Peel

The Peel Development Commission hosted a Solid Futures Trainee over the past 12 months. The program delivered strong outcomes for the participant and the Commission, building capability, confidence and meaningful career pathways for Aboriginal and Torres Strait Islander people in the WA public sector.

The Commission has to-date hosted two trainee cohorts through the Public Sector Commission's Solid Futures Traineeship program and provided hands-on experience while participants completed a Certificate III in Government, with trainees supporting a wide range of corporate and regional projects strengthening workforce diversity, cultural awareness and connections with key stakeholders across Peel.

These contributions made a real impact by supporting community events, regional conferences, stakeholder engagement and important local initiatives, while the program also provided a pathway into ongoing employment, with one former trainee securing a role with a key regional stakeholder.

Our most recent trainee, Shania Cottle, graduated in March 2026 and secured a six-month contract

with the Commission, recognising her valuable contribution, skills and commitment, and highlighting the program's success in creating real opportunities and supporting positive employment outcomes for local trainees.

Shania said the team provided her with plenty of opportunities to explore what her interests were during the traineeship.

'Having been given so many career paths to explore, I can now make informed decisions when looking for a career in the future,' Shania said.

'My favourite memories would be assisting with the delivery of various events such as the Leading the Future AI Conference and the Mandja NAIDOC Dandjoo Yoki event, supporting our stakeholders on the day.'

'I really love our community here in Mandurah and being part of making



these events happen and then seeing them come to life has been special.'

The Solid Futures Traineeship Program continues to strengthen local capability and create lasting opportunities for Aboriginal and Torres Strait Islander people in the WA public sector. By investing in practical experience, cultural connection and professional development, the Commission is supporting a more inclusive public sector workforce and building a strong pipeline of future talent committed to the region's growth and success.

Through hands-on experience and strong support, the Solid Futures Traineeship Program delivered meaningful career pathways.

SCAN ME
TO LEARN MORE
ABOUT THE
PROGRAM



WEBSITE

Developing our people

At the heart of our success is our people and we continued investing in their growth and success through future-focused learning and development shaping a high-performing, adaptable and inclusive workforce.



“Internships are learning journeys — you don’t need to have everything figured out; growth comes from asking questions, taking initiative and building strong connections.”

McCusker Centre for Citizenship Internship Program

Sharing experience to inspire the next generation

The Commission’s Data Officer, Rohit Sharma, was invited by the University of Western Australia’s McCusker Centre for Citizenship to participate as a guest panel speaker, where he shared his professional journey with future interns. As his first experience as a guest speaker, the event marked a significant milestone and provided an opportunity for him to reflect on his transition from student to professional life.

During the session, Rohit explained how his former internship supported both his professional and personal growth, strengthening his communication, confidence and workplace understanding,

while also building his adaptability, independence and self-belief. He encouraged students to approach internships with curiosity, ask questions, take initiative and build strong relationships.

Rohit also emphasised that interns did not need to have everything figured out at the outset, reinforcing that internships were learning experiences where growth came from asking questions and learning along the way.

The Commission is an ongoing partner with the McCusker Centre for Citizenship and has hosted a number of interns over the past few years.

The McCusker Centre for Citizenship

The McCusker Centre for Citizenship connects UWA students with meaningful internship opportunities across government, community and not-for-profit organisations. Organisations interested in hosting an intern can contact the Centre via the UWA McCusker Centre for Citizenship website.



WEBSITE



CASE STUDY

McCusker Centre for Citizenship Internship Program

During 2025, the Commission hosted McCusker Centre intern **Nina Mouton**, a student studying medicine at the University of Western Australia.

Nina, a Mandurah local, contributed strong academic and practical credentials over her four-week summer placement with the Commission.

Nina developed a targeted marketing plan for the Bindjareb WA Geopark, located in Peel, and applied her digital skills to create a series of 10 short podcasts showcasing the Geopark's unique story and the work of Geoparks WA.

Her work enhanced the Geopark's online presence and supported community awareness and engagement through accessible, engaging content published on YouTube.

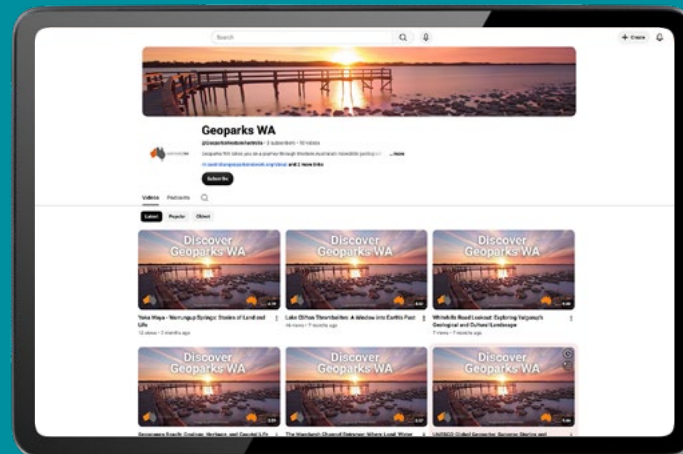
Nina's internship demonstrated the value of partnering with emerging talent, while reinforcing our commitment to building local capability and promoting the Peel region's significant natural and cultural assets.



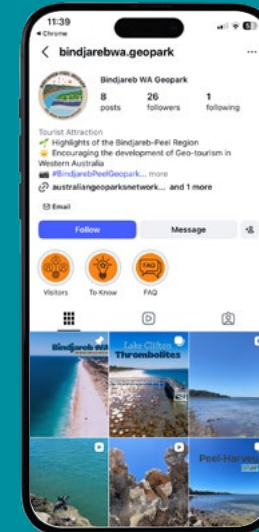
Investing in internships builds local talent and delivers real results for our region.



Alan Briggs (Geoparks WA), Nina Mouton (intern) and Wendy Muir (PDC).



SCAN ME
TO LISTEN TO
OUR GEOPARK
PODCASTS



SCAN ME
TO GO TO OUR
GEOPARK
INSTAGRAM PAGE



→ WEBSITE

Professional development

Stronger together: Regional Development Commissions connect, learn and lead at Perth workshop

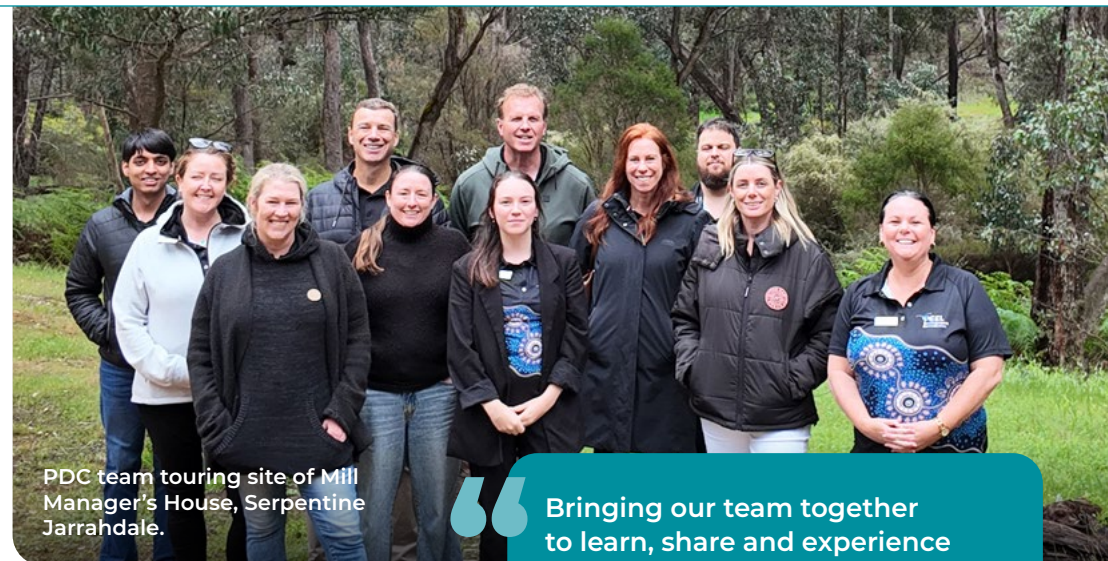
The Regional Development Commission (RDC) Corporate Team Collaboration workshop brought together executive and administrative staff from Western Australia's nine Regional Development Commissions for a dynamic two-day workshop held 2-3 September 2025 in Perth. Hosted at DPIRD's head office, the event delivered targeted professional development and strengthened cross-Commission collaboration through a practical and engaging program. Facilitator Kylie Cutten set the tone with a high-energy icebreaker, followed by sessions on project management and a focused demonstration of Microsoft Copilot

led by AI specialist Rhiannon Herbert. Participants also gained valuable insights from the State Records Office on effective record keeping, alongside briefings from DPIRD's finance, human resources and procurement teams and an opportunity to connect with the Minister for Regional Development's office. An inspiring presentation from the Public Sector Commission highlighted career pathways across the public sector.

The workshop strengthened networks, built capability and reinforced a shared commitment to working more cohesively across regions.



RDC Corporate Team Collaboration workshop — Perth September 2025.
Photo: Supplied



PDC team touring site of Mill Manager's House, Serpentine Jarrahdale.

Strengthening capability through connection in Serpentine Jarrahdale

We delivered our Annual Staff Workshop on 24 October 2025 at the Shire of Serpentine Jarrahdale in Mundijong, bringing staff together for a day of learning, collaboration and regional insight. CEO Andrew Ward opened the workshop by outlining key objectives and priorities, setting a clear direction for the day.

The Shire presented its major projects and local priorities, providing valuable context to guide the Commission's work. Staff actively discussed employee pulse survey results, completed a stakeholder-mapping exercise and shared perspectives on organisational direction.

“Bringing our team together to learn, share and experience the region firsthand builds the capability and cohesion needed to drive effective regional development.”

The team also undertook site visits to the new Byford Train Station and the Old Mill Manager's House where the Jarrahdale Trails Centre will commence construction in 2027, gaining firsthand insight into significant infrastructure and tourism developments.

The workshop strengthened organisational alignment, deepened regional understanding and reinforced our commitment to informed, collaborative regional development across Peel.

CEO Roundtable Winter Series

We supported our Director of Regional Development participating in this leadership program for CEOs, Managing Directors and Senior Executives across the Peel region.

Organised by the Peel Chamber of Commerce & Industry, it featured a number of facilitated, small-group sessions focussing on strategic profitability, resilience, and navigating regional business challenges. This opportunity is equipping our leaders with the strategic thinking influence needed to lead across the public sector.



→ WEBSITE

Skills Academy

The Commission strengthened workforce capability by actively adopting the WA public sector's new Skills Academy, a sector-wide initiative designed to build critical skills for current and future challenges. The Skills Academy delivers practical, relevant learning that staff apply directly to their daily work, supporting improved outcomes for regional development.

During the year, our staff were encouraged to engage with the platform, explore available modules and integrate learning into their roles as regional development practitioners. Managers used the framework to intentionally build team capability and drive high performance.

The Commission progressed its internal rollout, promoting the suite of courses and embedding learning pathways across teams. The first 12 courses became available, with a broader program continuing to expand. A digital learner passport captured achievements, ensuring skills and knowledge remained visible and transferable across the sector.

This initiative marked a significant step in fostering a skilled, adaptive and future-ready workforce.

Celebrating diversity strengthened connection, inclusion and a shared sense of belonging across our workplace.

Celebrating diversity during Harmony Week

In March 2026, the Commission brought staff together to celebrate Harmony Week, creating an opportunity to connect, share and strengthen relationships across the team. The event recognised the diverse cultures, perspectives and backgrounds that contribute to the Commission workforce and underpin the Commission's work.

Staff reflected on the importance of inclusiveness, respect and belonging, acknowledging that these values are essential to building strong and connected communities. The celebration also highlighted the cultural richness of the region, from the enduring connection of Traditional Custodians to the many individuals and families who now call Peel home.

By embracing diversity and fostering open dialogue, the Commission

reinforced its commitment to creating a safe, inclusive and high-performing workplace. The event provided a valuable moment to pause, recognise shared values and celebrate the collective contribution of staff.

This initiative strengthened team cohesion and supported a culture where respect, understanding and collaboration continued to thrive.





Photo: Stock image

Wellness

We are committed to ensuring our employees maintain a healthy work-life balance and actively engage in self-care, leading to a fulfilling and healthy lifestyle. We provide a variety of wellness initiatives, including:

- skin cancer screening checks
- corporate discounts for gym memberships and private healthcare providers (provided through DPIRD)
- allocated time for blood donations.
- ergonomic assessments and accessories with professional evaluations for individual needs



Driving wellbeing through the Move Team Challenge

The Commission promoted staff wellbeing and connection through participation in the Move Team Challenge, delivered by its Employee Assistance Program provider, Converge. Over four weeks, staff joined a DPIRD and Regional Development Commission initiative that encouraged physical activity, teamwork and friendly competition.

Two teams within the Commission embraced the challenge, collectively recording an impressive 2,921,863 steps (roughly 5.5 laps of the Peel region). The challenge created a positive opportunity for staff to prioritise their health and wellbeing while strengthening team dynamics.

By supporting initiatives such as the Move Team Challenge, the Commission reinforced its commitment to a healthy, connected and high-performing workforce.

Explaining our role: strengthening understanding and impact across Peel

The Commission developed a 60-second corporate video to clearly articulate our role in driving coordinated regional development across Peel.

Drawing on a structured communications brief, the video presented the Commission as the lead regional agency facilitating collaboration between government, business, industry and community to deliver economic growth and social outcomes. It showcased key themes of leadership, strategic planning, and community impact, supported by visuals of local industry, infrastructure projects, and community engagement.

The Commission targeted a broad audience, including community, stakeholders and potential investors, and distributed the video across digital platforms and at major regional events to maximise reach and visibility.

This initiative strengthened the Commission's profile by improving public understanding of its purpose, partnerships, and measurable impact. It demonstrated a clear, innovative approach to communication, supporting transparency and accountability. In doing so, the Commission advanced its objective of being recognised for outstanding governance and innovation in delivering regional outcomes.



SCAN ME

TO VIEW OUR
CORPORATE
VIDEO



Peel Budget Roadshow

State Budget lunch highlights vision for Peel

The Commission brought the Peel community together at the 2026-27 Peel Budget Roadshow, strengthening engagement and shared understanding of regional priorities. Held on 8 May 2026 at Peel Thunder in Mandurah, the event welcomed attendees from business, government and community sectors to hear directly from the Hon Jessica Stojkovski MLA, Minister for Peel.

The Commission organised the briefing, with local members Rhys Williams MLA and Lisa Munday MLA hosting the event. The Minister outlined key State Government investments in health, housing and job creation, alongside targeted cost-of-living relief measures.

Attendees gained valuable insights into how budget initiatives would support regional growth and community wellbeing.

A focused, region-specific question and answer session followed, enabling open dialogue on local opportunities and challenges.

The event strengthened relationships across sectors and reinforced the Commission's role as a trusted connector and facilitator. It demonstrated a proactive, transparent approach to stakeholder engagement, supporting informed decision-making and advancing regional outcomes for Peel.

The Budget Lunch brought Peel together to understand and shape our regional future.



Left to Right: Rhys Williams MLA, Lisa Munday MLA, Hon Jessica Stojkovski MLA and Mike Walmsley.

Photo: Overland Media



Peel Budget Roadshow 2026.

Photo: Overland Media

Governance

Audit & Risk Committee

This committee meets twice a year and is a sub-committee established by the Board to oversee the effectiveness of the Commission's internal controls, risk management, audit functions and compliance with legislation, policies and standards. It also reviews financial and audit information, monitors key risks, and provides independent advice to strengthen governance and organisational performance.

The Committee is required to manage the Commission's risk register and implement actions to identify and mitigate new and changing risks to the agency. The committee also oversees an effective internal audit function under Section 53 of the *Financial Management Act 2006*.

Focus areas for the Audit & Risk Committee during the past year

- Determined the internal audit program in consultation with the Board
- Reviewed and provided advice on the effectiveness of the Commission's systems of internal control and compliance with legislation, standards, policies and procedures

- Endorsed the Integrity Framework
- Updated and endorsed the Risk Register and Risk Management Framework
- Endorsed the Business Continuity Plan
- Reviewed the findings of any auditor observations and appraised management's responsiveness to audit findings and recommendations.

Executive members

- Wayne Ticehurst (Independent Chair)
- Sharon James
- Bob Pond (concluded October 2025)
- Natasha Upcott
- Andrew Ward (observer).



CASE STUDY

Strengthening governance through independent audit assessment

The Commission undertook an independent performance assessment of its Audit and Risk Committee to strengthen governance, accountability and organisational performance.

The review, conducted by Australian Audit, evaluated committee effectiveness across governance, audit oversight, financial reporting and risk management.

The assessment rated the Committee's overall performance as satisfactory, highlighting strong foundations in internal control, risk oversight and information sharing. The Commission supported the process by facilitating member participation, providing access to key documentation and enabling open engagement with the Independent Chair and auditors.

Findings confirmed that governance practices were effective, with clear Terms of Reference, strong risk oversight and well-documented decision-making processes.

The assessment also identified opportunities to enhance practice, including expanding member training, strengthening engagement with external auditors and formalising periodic self-assessment.

This work reinforced the Commission's commitment to continuous improvement and high standards of governance.

Strong governance through robust internal audit

In 2025-26, the Peel Development Commission once again demonstrated its commitment to transparency and accountability through an independent internal audit of its direct financial and administrative responsibilities (RDC Direct). We are pleased to report that the audit uncovered no high or medium-risk control issues requiring management action — affirming that our internal controls are sound and operating effectively.

This clean audit outcome reflects the Commission's ongoing commitment to good governance, effective risk management, and the responsible stewardship of public funds.

Risk and integrity

Risk management

We are committed to implementing practical and comprehensive risk management, ensuring that effective risk management remains central to the objectives and activities of our service delivery.

Our approach to risk covers regulatory, financial, safety, political, economic, environmental, reputational, and community

considerations. Risk management is organisation-wide, with all staff responsible for embedding it in daily activities and business planning.

Our Risk Register identifies a number of risk themes which include:

- Strategic planning and direction
- Government reporting, transparency and accountability
- Governance, code of conduct and integrity
- Cyber security and information security
- Financial management, procurement and fraud
- Strategic advice, influence and regional reputation
- People, workforce capability and culture
- WHS governance, safety and duty of care
- Project, program and grant delivery
- Reputation and public trust
- Regional Development

In early 2026, the Board enhanced our current risk register by implementing a new Risk Appetite Statement (RAS) — a formal declaration by the Board defining the amount and type of risk it's willing to accept to achieve its strategic goals,

guiding decision-making by setting boundaries for risk-taking and ensuring alignment with values, as well as identifying what risks need escalation. It provided clarity on acceptable risk levels across different categories (e.g., financial, operational, compliance) using qualitative descriptions and quantitative metrics, ensuring consistent management and resource allocation for risk control.

Business continuity management

The Commission has a Business Continuity Plan in place and functions within an overarching corporate business continuity management framework. Plans ensure we can respond to, and recover from, any business disruption. We continue to ensure our business continuity plans are appropriate and able to address the consequences of critical risk events including loss of infrastructure and cybersecurity incidents. We continue to strengthen our ability to mobilise resources to operate from non-traditional locations.

Countering foreign interference

Australian Government guidance defines foreign interference as covert, deceptive or coercive activity by

foreign actors seeking to influence decision-making or gain advantage. All levels of government are expected to:

- Recognise risks to decision-making, procurement, research, data and stakeholders
- Implement risk management processes
- Ensure staff awareness and training

We embed foreign interference risk management into daily operations for key roles through the federal Department of Home Affairs' countering foreign interference (CFI) online training. Guided by WA's Department of the Premier and Cabinet's CFI Framework, we have strengthened governance, cybersecurity and staff awareness. To ensure protective security is a routine part of how we operate, we have reviewed and updated our risk framework and registers to avoid conflicts of interest or undue influence and protect sensitive economic data and stakeholder and project information.

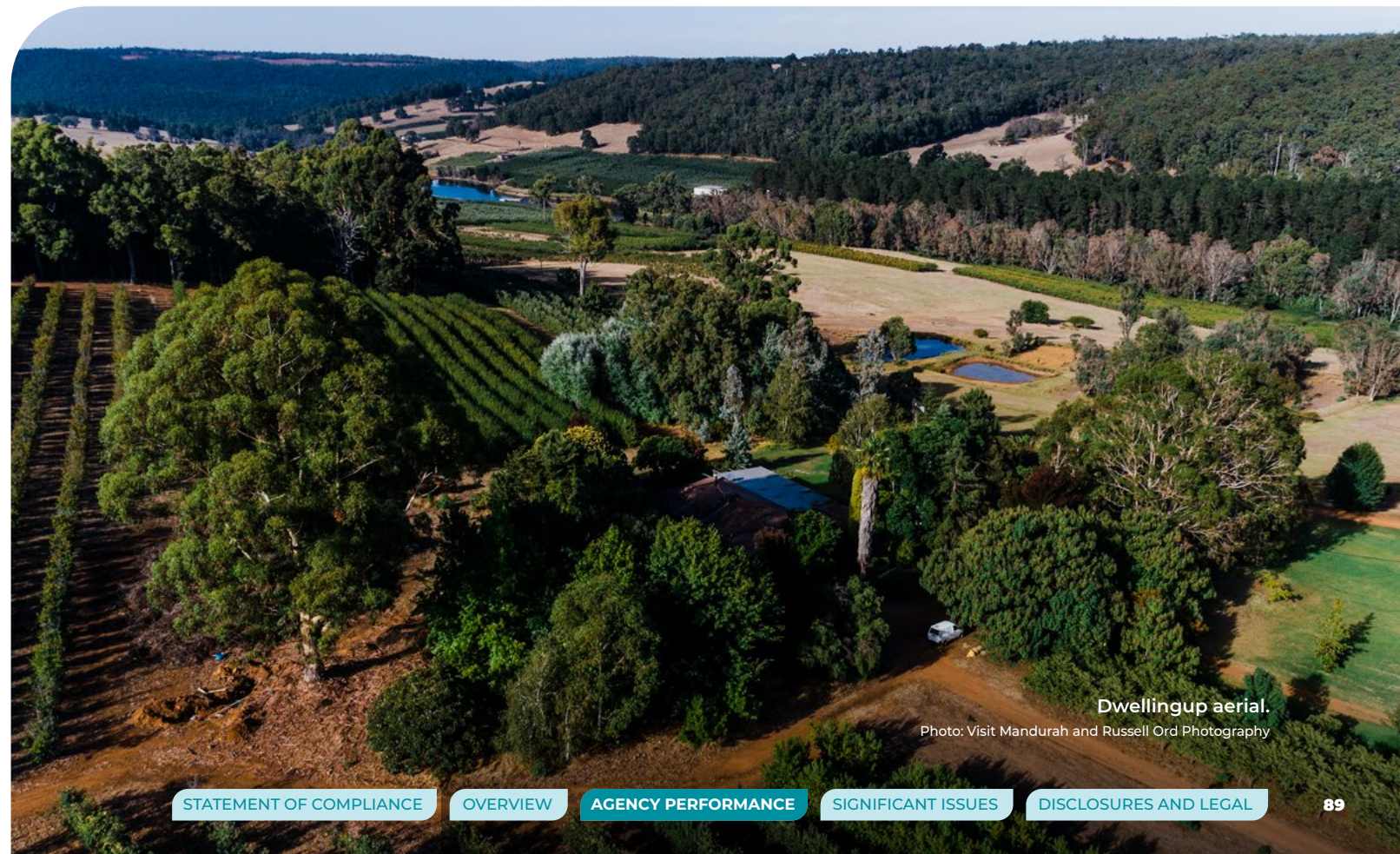
Fraud and corruption prevention

Integrity detection activities and strategic controls form part of our holistic and collaborative approach to fraud and corruption prevention and management. These activities include: a comprehensive annual Audit Plan; Fraud Management Policy; integrity refresher program; and a fraud and corruption risk management cycle. Our Integrity Framework clearly sets out the relevant policies and obligations for all employees and people working on our behalf regarding preventing, mitigating and reporting instances of fraud and corruption.

Integrity Framework

The Integrity Framework represents our commitment to effective fraud and corruption risk management and the promotion of a culture of integrity. The framework was developed with a focus on risk and positive education and is aligned with Commissioner's Instruction 40: Ethical Foundations. The framework consolidates and clarifies our internal controls, audit and governance to manage integrity risk.

Features of the framework include fraud and corruption detection systems within our agency and values and standards. The framework is complemented by our Code of Conduct and is available to all employees and people working on our behalf.



Dwellingup aerial.

Photo: Visit Mandurah and Russell Ord Photography



CASE STUDY

Integrated approach to integrity education

- Our high standards of integrity and ethical behaviour are boosted through our commitment to code of conduct refresher training held every two years.
- In person training session delivered by IPAA to all Board and staff in February 2026.

We are committed to upholding the highest standards of integrity and ethical behaviour, consistent with our values, to provide exceptional service and outcomes for the people of the Peel region.

To support this, we have implemented an Integrity Framework, supported by good governance including our Code of Conduct policy.

Understanding the vital role that preventative education plays in fostering a strong culture of integrity, the Board and staff completed a one day tailored code of conduct training delivered by the Institute of Public Administration Australia (IPAA).

The training covered the expectations of public sector employees to act in the public interest with integrity, impartiality, respect and accountability, while understanding the Commission's Code of Conduct and relevant legislative obligations. It focused on identifying and managing integrity risks such as conflicts of interest, misuse of position, and information handling, and equipped staff with practical decision-making tools, reporting pathways and guidance to navigate ethical dilemmas and uphold professional standards in their roles.

The training was designed to support staff when applying ethical decision-making principles whilst building organisational resilience to mitigate against integrity risk. This was supported by a speak up culture promoted within the Commission to ensure staff feel safe and supported to confidently raise any concerns. Integrity and values are discussed at every Board and staff meeting held.



The training's success was measured through participant feedback gauging the level of engagement and relevance. We continue to review training, audit recommendations and lessons learnt from public sector integrity incidents shared by the Public Sector Commission.



At the Peel Development Commission we act with openness, honesty and integrity.

Privacy and Responsible Information Sharing rollout

The Commission progressed preparations for the implementation of the *Privacy and Responsible Information Sharing (PRIS) Act (2024)*, ahead of its commencement on 1 July 2026. Over the past 12 months, the Commission aligned its practices with DPIRD's PRIS readiness activities and emerging framework, designed to strengthen privacy and accountability across government.

Staff reviewed existing business processes involving the collection and management of personal information and began embedding the Information Privacy Principles into day-to-day activities. The Commission also promoted awareness of privacy obligations, encouraging staff to familiarise themselves with policies, procedures and collection notice requirements as a precursor to legislative change.

In parallel, the Commission supported early adoption of tools, templates and guidance developed through the PRIS Framework, including privacy policies and supporting resources.

This preparatory work positioned the Commission to meet its obligations under the PRIS Act and strengthened its capability to manage information responsibly, transparently and in the public interest.

Other achievements

- 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.
- Our series of **data snapshots**, documents, and resources — created by the Commission in collaboration with agencies such as the Department of Primary Industries and Regional Development (DPIRD), reflect our commitment to publishing consistent, co-branded **economic data and insights**.
- 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**.
- Developed a Quick Reference Guide for the **ethical use of AI** at the Peel Development Commission in line with the WA Government's Artificial Intelligence policy.
- Managed all **Freedom of Information** requests in a timely and professional manner, supporting transparency, accountability and public trust.
- Continued the review and revision of **internal policies and procedures to ensure** compliance and timeliness.
- **No complaints** were received during the reporting period.

Giants of Mandurah.

Photo: Tourism WA

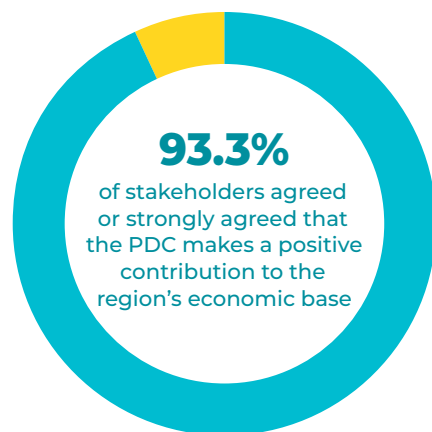
2026 Stakeholder Survey results

To understand how the Peel Development Commission is performing, we invite our stakeholders to participate in our annual Stakeholder Survey.

This survey provides insights into the effectiveness, timeliness and quality of service provided, and measures whether we are making a positive contribution to the economic development of the region.

This year's survey was undertaken by Perth Market Research, with a total of 134 surveys being completed. Findings from the survey are used to measure our achievement against our key performance indicators as outlined on [page 114](#) of this report.

We thank our stakeholders for taking the time to complete the survey for 2025-26.



When our stakeholders were asked to comment on the Commission's performance, this is what they said.

"A great team who respond efficiently and work well with stakeholders."

"Always found the PDC very helpful in all dealings with them. Very professional and timely."

"I have found the staff at PDC to be exemplary in all my dealings with them. They are very professional, courteous and accommodating."

"Collaborative team that aims to support initiatives that are in the interests of Peel."

"Staff are always supportive and go the extra mile to understand the needs of the community and local industry while remaining future focused."

"The team at PDC have worked tirelessly to help overcome challenges and work towards opportunities for the region."

"The team are a genuinely positive addition to the region — collaborative, inclusive, and highly engaged with industry."

Quotes taken from the anonymous responses to the 2026 annual Stakeholder Survey conducted by Perth Market Research.

Respondents agreed the
Peel Development Commission...



engages with industry and stakeholders to drive economic growth in the region

97.6%



actively supports the growth of businesses to increase job opportunities

97.6%



facilitates regional initiatives that make the region a better place to live, work and invest

95.9%



Significant issues impacting the agency

Dudley.
Photo: West Aussie Mick

Significant issues impacting the agency

Current and emerging issues and trends

The Commission continues to navigate a complex operating environment, with several interconnected challenges shaping regional growth, service delivery and long-term sustainability across the Peel.

Housing supply and infrastructure

The Peel region will face sustained pressure to increase housing availability while delivering enabling infrastructure at the same pace, representing a critical challenge for the Commission. Our Strategic Plan highlights the urgency of accelerating housing supply alongside essential services and activation infrastructure, reflecting a growing imbalance between population growth and delivery capacity. Addressing this issue will require complex coordination, targeted investment and strong advocacy to ensure infrastructure delivery keeps pace with regional expansion.

Socioeconomic disadvantage and community liveability

Our Strategic Plan identifies opportunities to improve service provision and equitable access to social infrastructure through data-led decision making and partnerships. These challenges are deeply connected, with the Commission having a role to play in influencing cross-agency responses that improve education attainment, workforce participation, and overall liveability across the region.

Economic diversification and industry growth

Driving economic diversification remains a critical strategic challenge for the Commission. Our Strategic Plan emphasises the need to modernise industries, foster innovation and grow emerging sectors such as agrifood and tourism. Delivering this shift will require sustained effort to attract investment, strengthen regional competitiveness and support businesses to scale and diversify within an evolving economic landscape.

Workforce capability and skills alignment

Workforce capability is a key issue underpinning regional growth and economic transition. Our Strategic Plan highlights the importance of addressing skills gaps, increasing education attainment and supporting a more adaptable workforce.

The Commission will need to work with partners to better align training pathways with industry needs, while supporting inclusive participation and retaining skilled workers within the region.

Climate resilience, water security and environment

Environmental pressures, particularly water security and ecosystem health, represent significant long-term challenges for the Commission. Our Strategic Plan calls for sustainable water infrastructure, improved water quality in the Peel-Harvey waterways and support for decarbonisation.

Balancing environmental restoration with economic growth will require strong advocacy, investment attraction and coordination of complex, long-term initiatives.

Investment attraction and regional competitiveness

Securing investment to deliver regional priorities is a persistent challenge. Our Strategic Plan emphasises facilitating both public and private investment, strengthening local business capability and increasing participation in government procurement. The Commission must position Peel competitively, ensuring clear value propositions and enabling conditions to attract and retain long-term investment.

Aboriginal economic participation

Improving Aboriginal economic outcomes remains a core issue requiring sustained focus. Our Strategic Plan prioritises stronger partnerships with Traditional Owner groups and increased opportunities for employment, enterprise development and activation of land and cultural assets. Addressing structural barriers and supporting culturally appropriate economic development will be essential to achieving meaningful and equitable participation.

Governance, partnerships and regional coordination

Effective governance and collaborative partnerships underpin all strategic challenges facing the Commission. Our Strategic Plan highlights the need to maintain trusted relationships, provide accurate regional intelligence and coordinate across stakeholders. Successfully navigating competing priorities and delivering consistent outcomes will require strong leadership, capability and ongoing engagement across government, industry and community.

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

In the year ahead, the Commission will focus on enabling investment, strengthening local government partnerships, and advocating for infrastructure that leverages private sector investment. Continued collaboration with industry,



Bindjareb Black Coffee event.

Photo: PDC

community, and government will ensure development aligns with Peel's priorities.

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



Disclosures and Legal Compliance

Suspension Bridge across Murray River.

Photo: Tourism WA

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Report on Operations

Actual results versus budget targets

Governance Performance Framework

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

Financial targets	2026 Target ¹ (\$000)	2026 Actual (\$000)	Variation ² (\$000)	Explanation of variation
Total cost of services (expense limit) (sourced from Statement of Comprehensive Income)	4,792	4,272	520	Total cost of services is lower than the budget estimates (2026 Target) primarily due to an underspend in Grants and Subsidies: mainly Peel Regional Trails project.
Net cost of services (sourced from Statement of Comprehensive Income)	2,782	2,408	374	The Net Cost of Services is under budget estimates (2026 Target) primarily due to an underspend in Grants and Subsidies and revenue timing: mainly Peel Regional Trails.
Total equity (sourced from Statement of Financial Position)	1,099	2,630	(1,531)	Total equity is higher than the budget estimates (2026 Target) due to the surplus in the prior year.
Net increase / (decrease) in cash held (sourced from Statement of Cash Flows)	79	(290)	(369)	A higher than expected reduction in cash is due to the utilisation of cash from the prior year.
Approved salary expense level	1,691	1,566	125	The Approved salary expense level was slightly under target due to some staff vacancies throughout the year.

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	2026 Agreed limit (\$000)	2026 Target ¹ / Actual ² (\$000)	Variation (\$000)	Explanation of variation
Agreed working cash limit (at Budget)	161	161	N/A	N/A
Agreed working cash limit (at Actuals)	165	170	5	Minimal variation.

¹ Target to reflect the Commission's anticipated working cash for the 2025-26 financial year.

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

Audit Exemption

Pursuant to section 14 of the *Auditor General Act 2006*, the Auditor General has dispensed with the audit of the Peel Development Commission's financial statements and Key Performance Indicators for the 2025-26 financial year.

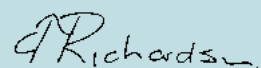
This is consistent with the Office of the Auditor General's agreed rotational audit approach, under which the Commission's financial statements and Key Performance Indicators are audited once every three years. The Commission's next audit will be for the 2027-28 financial year.

Certification of Financial Statements

For the financial year ended 30 June 2026

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 2026 and the financial position as at 30 June 2026.

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



Cindy Richardson
Chief Finance Officer
31 July 2026



Andrew Ward
Chief Executive Officer
31 July 2026



Myrianthe Riddy
Chairperson
31 July 2026

Financial Statements

Statement of Comprehensive Income

For the year ended 30 June 2026

	Notes	2026 \$'000	2025 \$'000
COST OF SERVICES			
<i>Expenses</i>			
Employee benefits expenses	2.1(a)	1,786	1,666
Supplies and services	2.3	466	540
Accommodation expenditure	2.3	186	196
Grants and subsidies	2.2	1,809	2,488
Other expenses	2.3	25	65
Total cost of services		4,272	4,955
<i>Income</i>			
Commonwealth grants	3.2	1,854	3,300
Other income	3.3	10	29
Total income		1,864	3,329
NET COST OF SERVICES		2,408	1,626
<i>Income from State Government</i>			
Income from other public sector entities	3.1	1,176	638
Resources received	3.1	1,489	2,020
Total income from State Government		2,665	2,658
SURPLUS FOR THE PERIOD		257	1,032
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD		257	1,032

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 2026

	Notes	2026 \$'000	2025 \$'000
ASSETS			
<i>Current assets</i>			
Cash and cash equivalents	5.1	170	367
Restricted cash and cash equivalents	5.1	2,423	2,516
Receivables	4.1	41	5
Total current assets		2,634	2,888
<i>Non-current assets</i>			
Amounts receivable for services	4.2	134	134
Total non-current assets		134	134
TOTAL ASSETS		2,768	3,022
LIABILITIES			
<i>Current liabilities</i>			
Payables	4.3	65	578
Employee related provisions	2.1(b)	52	71
Total current liabilities		117	649
<i>Non-current liabilities</i>			
Employee related provisions	2.1(b)	21	-
Total non-current liabilities		21	-
TOTAL LIABILITIES		138	649
NET ASSETS		2,630	2,373
EQUITY			
Contributed equity		138	138
Accumulated surplus		2,492	2,235
TOTAL EQUITY		2,630	2,373

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 2026

	Notes	Contributed equity \$'000	Accumulated surplus \$'000	Total equity \$'000
Balance at 1 July 2024		138	1,203	1,341
Surplus		-	1,032	1,032
Other comprehensive income		-	-	-
Total comprehensive income for the period		-	1,032	1,032
Balance at 30 June 2025		138	2,235	2,373
Balance at 1 July 2025		138	2,235	2,373
Surplus		-	257	257
Other comprehensive income		-	-	-
Total comprehensive income for the period		-	257	257
Balance at 30 June 2026		138	2,492	2,630

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 2026

	Notes	2026 \$'000	2025 \$'000
CASH FLOWS FROM STATE GOVERNMENT			
Funds from other public sector entities		1,176	803
Net cash provided by State Government		1,176	803
<i>Utilised as follows:</i>			
CASH FLOWS FROM OPERATING ACTIVITIES			
<i>Payments</i>			
Employee benefits		(341)	(304)
Supplies and services		(642)	(176)
Grants and subsidies		(2,206)	(1,900)
GST payments on purchases		(74)	(36)
Other payments		(113)	(28)
<i>Receipts</i>			
Commonwealth grants and contributions		1,854	3,300
GST receipts on sales		1	1
GST receipts from taxation authority		45	55
Other receipts		10	35
Net cash used in operating activities		(1,466)	947
Net increase / (decrease) in cash and cash equivalents		(290)	1,750
Cash and cash equivalents at the beginning of the period		2,883	1,133
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD	5.1	2,593	2,883

The Statement of Cash Flows should be read in conjunction with the accompanying notes.

FINANCIAL STATEMENTS (CONT.)

Notes to the Financial Statements

For the year ended 30 June 2026

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 19 August 2026.

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.

FINANCIAL STATEMENTS (CONT.)

1. Basis of preparation (cont.)

Comparative information

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.

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

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

	2026 \$'000	2025 \$'000
Employee benefits	1,566	1,484
Superannuation — defined contribution plans	193	169
Other related expenses	27	13
Total employee benefits expenses	1,786	1,666

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.

In previous years, resources received free of charge from Department of Primary Industries and Regional Development (DPIRD) were reported as a single expenditure line item. To enhance the presentation of the Commission's operating costs, these resources are now allocated and presented by nature of expense within the Statement of Comprehensive Income and related disclosures. Comparative amounts have been updated to align with the current year presentation.

Employee-related provisions (Note 2.1(b)) and accrued salaries (Note 4.3) relate solely to the Chief Executive Officer, who is the Commission's only employee.

FINANCIAL STATEMENTS (CONT.)

2.1 (b) Employee related provisions

	2026 \$'000	2025 \$'000
Current		
<i>Employee benefits provisions</i>		
Annual leave	6	11
Long service leave	45	59
	51	70
<i>Other provisions</i>		
Employment on-costs	1	1
Total current employee related provisions	52	71
Non-current		
<i>Employee benefits provisions</i>		
Long service leave	21	-
Total non-current employee related provisions	21	-
Total employee related provisions	73	71

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-costs provision'.

	2026 \$'000	2025 \$'000
<i>Employment on cost provision</i>		
Carrying amount at start of period	1	1
Additional/(reversals of) provisions recognised	-	-
Carrying amount at end of period	1	1

FINANCIAL STATEMENTS (CONT.)

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.

2.2 Grants and subsidies

	2026 \$'000	2025 \$'000
Non-Public organisations	340	162
Public sector organisations	200	1,942
Local Government agencies	1,269	384
Total recurrent grants and subsidies	1,809	2,488

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.

FINANCIAL STATEMENTS (CONT.)

2.3 Other expenditure

	2026 \$'000	2025 \$'000
<i>Supplies and services^(a)</i>		
Board fees	66	57
Communications	20	23
Professional services	134	283
Consumables	49	36
Travel	24	17
Licenses, fees and registration	76	69
Other	97	55
Total supplies and services expense	466	540
<i>Accommodation expenses^(a)</i>		
Rental	76	98
Repairs and maintenance	110	98
Total accommodation expenses	186	196
<i>Other expenses^(a)</i>		
Audit fees	-	2
Building and infrastructure maintenance	-	16
Internal audit fees	8	5
Vehicle usage	5	5
Other expenses	12	37
Total other expenses	25	65
Total other expenditure	677	801

^(a) In previous years, resources received free of charge from DPIRD were reported as a single expenditure line item. To enhance the presentation of the Commission's operating costs, these resources are now allocated and presented by nature of expense within the Statement of Comprehensive Income and related disclosures. Comparative amounts have been updated to align with the current year presentation.

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.

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

	2026 \$'000	2025 \$'000
<i>Income received from other public sector entities during the period:</i>		
Department of Primary Industries and Regional Development — operational funding	1,106	638
Department of Communities	70	-
Total grants and subsidies	1,176	638
<i>Resources received from other public sector entities during the period:</i>		
Services received free of charge ^(a)	1,489	2,020
Total resources received	1,489	2,020
Total income from State Government	2,665	2,658

^(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 Commissions 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 is 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

	2026 \$'000	2025 \$'000
Recurrent grants	1,854	3,300

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

3.3 Other income

	2026 \$'000	2025 \$'000
Other sundry income	10	29
Total other income	10	29

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

	2026 \$'000	2025 \$'000
Trade receivables	8	-
GST receivable	33	5
Total current receivables	41	5

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)

	2026 \$'000	2025 \$'000
Non-current balance at end of period	134	134

Amounts receivable for services represents 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

	2026 \$'000	2025 \$'000
Trade payables	38	506
Other payables	1	14
Accrued expenses	16	51
Accrued salaries	10	7
Total current payables	65	578

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.

Accrued salaries represent the amount due to staff but unpaid at the end of the reporting period. Accrued salaries are settled within a fortnight after the reporting period. The Commission considers the carrying amount of accrued salaries to be equivalent to its fair value.

FINANCIAL STATEMENTS (CONT.)

5. Financing

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

	Notes
Cash and cash equivalents	5.1
Capital commitments	5.2

5.1 Cash and cash equivalents

	2026 \$'000	2025 \$'000
Commonwealth funding	2,423	2,516
Total restricted cash and cash equivalents	2,423	2,516
Non-restricted cash and cash equivalents	170	367
Total cash and cash equivalents	2,593	2,883

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 (2025: None).

6. Financial instruments and contingencies

	Notes
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:

	2026 \$'000	2025 \$'000
<i>Financial assets</i>		
Cash and cash equivalents	2,593	2,883
Financial assets at amortised cost ^(a)	142	134
Total financial assets	2,735	3,017
<i>Financial liabilities</i>		
Financial liabilities at amortised cost ^(b)	65	578
Total financial liabilities	65	578

^(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).

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.

There were no contingent assets or contingent liabilities which would affect the Commission at the end of June 2026 (2025: None).

FINANCIAL STATEMENTS (CONT.)

7. Other Disclosures

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

	Notes
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:

	2026	2025
Compensation band (\$)		
<i>Compensation of members of the accountable authority</i>		
50,001 – 60,000	1	-
10,001 – 20,000	1	1
0 – 10,000	3	6
<i>Compensation of senior officers</i>		
250,001 – 300,000	1	1
150,001 – 200,000	1	1
	2026	2025
	\$'000	\$'000
Total compensation of senior officers	562	517

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

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 (2025: \$Nil). The Auditor General has dispensed with the audit for the year ended 30 June 2026 and 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 its Total Cost of Services is below \$10 million for the two most recent consecutive comparative periods.

Key Performance Indicators

Certification of key performance indicators

We hereby certify that the key performance indicators are based on proper records, are relevant and appropriate for assisting users to assess the Peel Development Commission's performance and fairly represent the performance of the Peel Development Commission for the financial year ended 30 June 2026.



Myrianthe Riddy
Chairperson
27 July 2026



Andrew Ward
Chief Executive Officer
27 July 2026

Detailed information in support of key performance indicators

Service Description and Relationship to Government Goals

The Peel Development Commission delivers the Regional Development service to develop and promote the Peel Region.

This service includes:

- providing strategic advice to Government on regional priorities and opportunities;
- facilitating collaboration between government, industry, Aboriginal organisations, local governments and community stakeholders;
- coordinating and supporting regional development initiatives and investment opportunities; and
- administering and supporting programs that contribute to economic diversification, regional resilience and community wellbeing.

These services contribute to the Commission's Government Desired Outcome by supporting sustainable economic growth, improving regional liveability, strengthening partnerships and encouraging investment across the Peel region. In doing so, the Commission also supports the delivery of the Western Australian Government's goals of diversifying the economy, creating local jobs for the future, and supporting local regional communities to thrive.

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.		

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 134 completed surveys were obtained from this client sample 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 +/- 6.3% at the 95% confidence level.

Effectiveness Indicator

	Actual 2023	Actual 2024	Actual 2025	Target 2026	Actual 2026
Client satisfaction with contribution to the region's economic base	97%	98%	88%	90%	93%

Source: Perth Market Research

Key Efficiency Indicator

Average cost per hour

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.

Key Efficiency Indicator

	Actual 2023	Actual 2024	Actual 2025	Target ² 2026	Actual 2026
Average cost ¹ per hour	\$132	\$126	\$135	\$128	\$123

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 4%. The total hours worked were 6% under target and total operating expenses were 9% 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 2025-26.

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 2025	As at 30 June 2026
Full time permanent	8.00	8.00
Part time permanent	0.80	0.80
Full time contract	1.00	1.00
Part time contract	1.80	1.40
Part time casual	0.00	0.00
Total (FTE)	11.60	11.20

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 2025-26 reporting period.

Peel Development Commission Annual Estimates for 2026-27

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. 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.

OTHER STATUTORY INFORMATION (CONT.)

The following annual estimates for 2026-27 were approved by the Chairperson, Chief Executive Officer and Chief Financial Officer, and noted by Minister Dawson MLC.

Statement of Comprehensive Income	\$'000s
EXPENSES	
Salary Cap	1,748
Employee Benefits Other	224
Supplies and Services	726
Accommodation	228
Depreciation and Amortisation	4
Grants and Subsidies Expenses	2,137
Other Expenses	68
TOTAL COST OF SERVICES	5,135
INCOME	
Grants and Subsidies Revenue Commonwealth	1,330
TOTAL INCOME	1,330
NET COST OF SERVICES	3,805
INCOME FROM STATE GOVERNMENT	
Income received from other state agencies	1,255
Services received free of charge	1,624
TOTAL INCOME FROM STATE GOVERNMENT	2,879
SURPLUS/(DEFICIT)	(926)

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

Consultant expenditure

Engagement of consultants less than \$50,000:

- The agency had 10 engagements with an actual cost of \$67,016 inc GST.

Engagement of consultants greater than \$50,000:

- The agency engaged NIL consultants in 2025-26 where the actual cost was greater than \$50,000 inc GST.

Board meetings

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

Board Member	Attendance	Term
Myrianthe Riddy — Chair	6/6	09/12/2024 – 31/12/2027
Mike Walmsley — Deputy Chair & Member	6/6	22/04/2024 – 31/12/2026 *Deputy Chair from 09/12/2024
Bob Pond — Member	2/2	22/04/2024 – 31/12/2026 *Ceased 18/10/2025
Sharon James — Member	4/6	26/02/2024 – 31/12/2026
Kallan Nannup — Member	6/6	09/12/2024 – 31/12/2026
Natasha Upcott — Member	6/6	01/01/2025 – 31/12/2026
Caroline Knight — Member	2/2	03/03/2026 – 31/12/2028
Andrew Ward — Member	6/6	CEO

OTHER STATUTORY INFORMATION (CONT.)

Board 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
Chair	Myrianthe Riddy	Stipend & sitting fees	Started 09/12/24 12 months	09/12/2024 – 31/12/2027	\$47,250 per annum	\$47,099
Deputy Chair & Member	Michael Walmsley	Stipend & sitting fees	Started 22/04/24 12 months	22/04/2024 – 31/12/2026 *Deputy Chair from 09/12/2024	\$5,000 per annum \$790 per full day / \$513 per part day	\$9,447
Board Member	Sharon James	Sitting fees	Started 26/02/24 12 months	26/02/2024 – 31/12/2026	\$680 per full day / \$422 per half day	\$3,297
Former Board Member	Bob Pond	Nil	Started 22/04/24 3 months 2 weeks	22/04/2024 – 31/12/2026 *Ceased 18/10/2025	Nil	\$0
Board Member	Kallan Nannup	Sitting fees	Started 09/12/24 12 months	09/12/2024 – 31/12/2026	\$680 per full day / \$422 per half day	\$3,142
Board Member	Natasha Upcott	Nil	Started 01/01/25 12 months	01/01/2025 – 31/12/2026	Nil	\$0
Board Member	Caroline Knight	Sitting fees	Started 03/03/26 4 months	03/03/2026 – 31/12/2028	\$680 per full day / \$422 per half day	\$680
Board Member	Andrew Ward	Nil		Started 19/09/2016		-
Total						\$63,665

Audit & Risk Committee remuneration

Position title	Member name	Type of remuneration	Period of membership	Term of appointment/tenure	Base salary/ Sitting fees	Gross/actual remuneration for financial year
Independent Chair	Wayne Ticehurst	Sessional payment per meeting	12 months	01/03/2024 – 01/03/2027	\$513 per meeting	\$1,026
Total						\$1,026

OTHER STATUTORY INFORMATION (CONT.)

Other legal requirements

Unauthorised use of credit cards

Credit cards are issued to eight 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	State Law Publisher	58
Market research organisations	Perth Market Research (Client survey)	5,400
	Survey Monkey	258
Polling organisations	-	Nil
Direct mail organisations	Mailchimp	1,502
	Australia Post	473
Media advertising organisations	-	Nil
Total		7,691

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 5 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.

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.

OTHER STATUTORY INFORMATION (CONT.)

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

Access and inclusion plan outcomes

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

The plan includes a range of strategies to improve access to our information, services and facilities for clients and all staff under 7 outcome areas. This new plan builds on the achievements of our inaugural Disability access and inclusion plan 2018–23, in support of our commitment to continuous improvement.

Importantly, it recognises the need to approach access and inclusion from a more holistic perspective. It looks at the many factors, including disability, that can affect a person's ability to access our services and feel included.

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

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

A copy of the DPIRD [Access and Inclusion Plan 2024–29](#) can be found on the Commission's website.

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
Public Sector Standards (PSS) <i>Nil breach claims or reports</i>	- 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.
WA Code of Ethics <i>Nil breach claims or reports</i>	- The WA Code of Ethics forms part of induction materials and is listed on the Peel Development Commission internal information system. - Ethics is a standing topic for all executive and staff meetings.
Peel Development Commission Code of Conduct <i>Nil breach claims or reports</i>	- 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 successfully graduating since February 2024. Refer to [page 80](#) 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.

Work health and safety 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 has 6 staff members certified in First Aid and provides all staff with guidance on safe work practices and all staff are required to comply with WHS 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 health, safety and welfare of others.

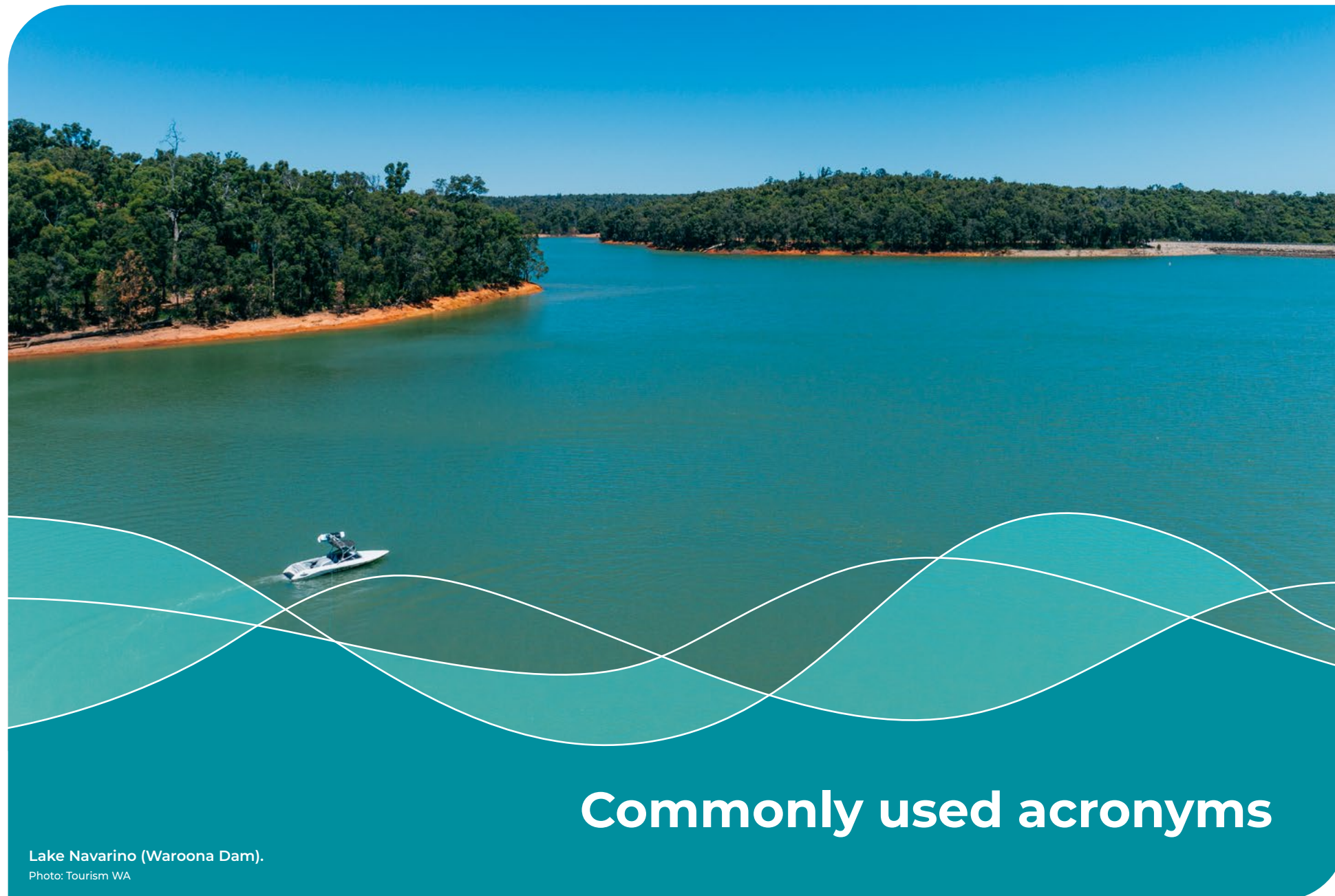
The Commission is committed to consulting with staff on WHS issues and enabling all staff to contribute to decisions that may affect their health, safety and welfare at work. Mechanisms for consulting with staff on WHS matters include:

- A strong focus on WHS during induction of new staff
- Establishment of a Workplace Health & Safety 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 2023* 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 2024	Actual 2024	Target 2025	Actual 2025	Target 2026	Actual 2026
Number of fatalities	0	0	0	0	0	0
Lost time injury and/or disease incidence 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%



Commonly used acronyms

Lake Navarino (Waroona Dam).
Photo: Tourism WA

Commonly used acronyms

ACCO	Aboriginal Community Controlled Organisation
ARC	Audit and Risk Committee
DBCA	Department of Biodiversity, Conservation and Attractions
DEED	Department of Energy and Economic Diversification
DLG	District Leadership Group
DMAT	Data Management Assessment Tool
DPIRD	Department of Primary Industries and Regional Development
DPLH	Department of Planning, Lands and Heritage
ETL	Extract, Transform, and Load
FIPWA	Food Innovation Precinct Western Australia
IPAA	Institute of Public Administration Australia
KPI / KEI	Key Performance Indicators / Key Efficiency Indicators
LCA	Local Content Adviser
LGA	Local Government Authority
OSH	Occupational Health and Safety
PSC	Public Sector Commission
RDC	Regional Development Commission
RDCo	Regional Development Council
RED	Regional Economic Development (Grant)
PRIS	Privacy and Responsible Information Sharing
WARDA	Western Australian Regional Development Alliance
WHS	Work Health and Safety



Peel Development Commission

Street address

45 Mandurah Terrace, Mandurah WA 6210

Mail to

PO Box 543, Mandurah WA 6210

 peel@peel.wa.gov.au

 (08) 9535 4140

peel.wa.gov.au

 [peeldevelopmentcommission](https://www.facebook.com/peeldevelopmentcommission)

 [peel-development-commission](https://www.linkedin.com/company/peel-development-commission)