

Pilbara Development Commission

Annual Report 2022 - 2023



pdc.wa.gov.au

Welcome to our 2022-23 Annual Report

This report is an important tool used to ensure transparency and accountability of the Pilbara Development Commission to Parliament, our stakeholders, and the community we serve. It is an account of our achievements during the reporting period and a look at the emerging challenges and opportunities that lie ahead for the Pilbara, and for the Commission.

Formats

To reduce printing costs and environmental impact, this report has been published in an electronic format. It is available as a PDF download from our website: pdc.wa.gov.au

If you would like a printed copy of the report please contact our head office in Karratha on telephone (08) 6551 7500 or send us an email via pdc@pdc.wa.gov.au

Feedback

Making our annual report transparent, accurate and relevant is important to us, so we'd like to know what you think. To share your feedback on this report please contact us on telephone (08) 6551 7500 or send us an email via pdc@pdc.wa.gov.au

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Statement of Compliance

For the year ended 30 June 2023

**HON. DONALD (DON) THOMAS PUNCH MLA
MINISTER FOR REGIONAL DEVELOPMENT; DISABILITY SERVICES;
FISHERIES; SENIORS AND AGEING; VOLUNTEERING**

In accordance with section 63 of the Financial Management Act 2006, we hereby submit for your information and presentation to Parliament, the Annual Report of the Pilbara Development Commission for the reporting period ended 30 June 2023.

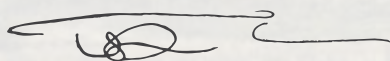
The Pilbara Development Commission was established under the Regional Development Commissions Act 1993.

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

- Regional Development Commissions Act 1993;
- Public Sector Management Act 1994;
- Financial Management Act 2006;
- Disability Services Act 1993;
- Equal Opportunity Act 1984;
- Freedom of Information Act 1992;
- Industrial Relations Act 1979;
- Minimum Conditions of Employment Act 1993;
- Occupational Health and Safety Act 1984;
- Public Sector Management Act 1994;
- Salaries and Allowances Act 1975;
- State Records Act 2000;
- Public Interest Disclosure Act 2003; and
- Royalties for Regions Act 2009.

In the financial administration of the Pilbara Development Commission, we have complied with the requirements of the Financial Management Act 2006 and every other relevant written law, and exercised controls which provide reasonable assurance that the receipt and expenditure of monies and the acquisition and disposal of public property and incurring of liabilities have been in accordance with legislative provisions.

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



Mr Tim Larkin
Chairperson
15 August, 2023



Mr Terry Hill
Chief Executive Officer
15 August, 2023

Acknowledgement of Country

The Pilbara Development Commission acknowledges the Traditional Owners throughout the Pilbara and their continuing connection to the land, waters and culture.

We pay our respects to Elders past, present and emerging.

Annual Report Feature Artwork

The Pilbara Development Commission is honoured to have licenced this year's Annual Report feature artwork from Yindjibarndi artist Melissa Sandy.



Artist: Melissa Sandy. Artwork name: My Design.

About the Artist

Melissa Sandy is a Yindjibarndi artist who was born in Port Hedland and is based in Roebourne. Melissa's mother's Country surrounds the Millstream Tablelands, while her father hails from Adelaide.

Her acrylic on canvas works are recognisable for their meticulous selection of colour, depicting her Country as well as narratives of personal meaning.

These contemporary artworks often use fine dot work to share aerial perspectives of wildflowers or plants.

Melissa began painting with Yinjaa-Barni Art in 2006. Her artworks have been exhibited in group shows in

Perth and the Pilbara, and in a solo show at Sydney's Chalk Horse Gallery in 2011.

She has won several prizes at the Cossack Art Awards, including Painting by a Western Australian Indigenous Artists (2008) and Painting by a Pilbara Indigenous Artist (2018), and she has had her work acquired by Flinders University Art Museum in South Australia (2014).

My Design was recently awarded The Judge's Prize at the Jury Art Awards. The Judge's Prize is awarded to the most outstanding artwork by a contemporary artist living in regional Western Australia. This prize acknowledges the artists exceptional work and is endorsed by the arts industry professionals.

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Artist: Melissa Sandy. Photography by Bobbi Lockyer, courtesy of FORM Building a State of Creativity.

Overview



Chair's Foreword

It is with great pleasure that I present the Pilbara Development Commission's annual report for the financial year 2022-23. This past year has been marked by significant challenges and remarkable achievements, as our region continues to evolve and respond to the ever-changing economic and social landscape. As Chair of the Board, I am pleased to reflect upon the key trends that have shaped the Pilbara and impacted our community.

The Pilbara continues to be the powerhouse of the State and National economies. The region's major ports now export one third of the nation's total exports. Our Gross Regional Product of \$77.8 billion is approximately one fifth of WA's total State Product, which is a remarkable feat given the relatively small proportion of the State's workforce delivering this result. With an investment pipeline exceeding \$175 billion, there is little sign of the region's economic importance diminishing. The Commission is committed to fostering an environment conducive to investment to ensure the region remains a globally significant producer and exporter.

It is particularly worth highlighting that among the several key national conferences that were held in the Pilbara during the last twelve months, the Commission successfully supported the overall engagement with the Organisation for Economic Cooperation and Development (OECD) and sponsored the 4th OECD Mining Regions and Cities Conference in Karratha in mid-June. More than 200 people travelled to Karratha to attend the conference with speakers and delegates from over 35 countries including Spain, Poland, Morocco, Canada, France and Chile.

We are witnessing a remarkable transformation in the energy sector, with a growing focus on clean energy solutions and reducing our carbon footprint. The decarbonisation of existing industries has been a significant trend for several years and this year, activities have ramped up a level with major commitments made by a number of our region's resource companies.

Complementing the decarbonisation efforts, we are excited about the potential for new clean energy industries to emerge in the Pilbara. Our region is blessed with abundant renewable resources, such as wind and solar, which present tremendous opportunities for diversification and growth. The Commission has been actively engaging with investors and industry leaders to explore and promote clean energy projects, fostering innovation and job creation while driving sustainable economic development.

Building empowered, prosperous and liveable communities is critical to the sustainability of our region and whilst the Pilbara's future is positive, the current liveability issues faced by the region are challenging. Accommodation shortages are again at

Image: Cape Keraudren, east of Port Hedland. Image credit: Tourism Western Australia.



Looking ahead, we remain steadfast in our commitment to fostering a diverse and resilient economy that benefits all members of the Pilbara community.



the forefront of concern, and this year has been no exception with the demand for housing outstripping supply, presenting difficulties to attract and retain skilled workers in a globally competitive environment.

In addition, the shortage of early learning and childcare places has impacted people's ability to return to work and in attracting and retaining new skilled workers into the region. Over the past 12 months, the Commission has worked with key stakeholders in identifying innovative solutions and advocating on these matters to Government.

The Commission has also continued to work in partnership with Aboriginal organisations, communities, businesses and individuals across the region to provide support and to deliver co-designed programs. Aimed at improving participation and wellbeing, this is in line with the State Government's commitment to the National Closing the Gap Priority Reform Areas and socio-economic outcomes and targets.

Looking ahead, we remain steadfast in our commitment to fostering a diverse and resilient economy that benefits all members of the Pilbara community. We will continue to embrace innovation, collaboration, and sustainable practices as we navigate the challenges and opportunities that lay ahead.

As we reflect on the key trends of the past year, it is important to acknowledge the resilience and adaptability of the Pilbara community. Together, we have weathered the storms (including a recent intense cyclone) and harnessed many of the opportunities presented to us. I extend my thanks to our partners, stakeholders, the Board and the dedicated Commission team for their unwavering commitment to the region's prosperity.

In particular, I offer a warm welcome to our new Minister for Regional Development; Disability Services; Fisheries; Seniors and Ageing; Volunteering, the Hon. Donald (Don) Thomas Punch MLA, who brings his deep and extensive knowledge and appreciation of regional WA and its critical and ongoing importance to the State. I also extend our sincere thanks to our former Minister, the Hon Alannah MacTiernan MLC who, after a lengthy and illustrious parliamentary career, retired in early January this year.

On behalf of the Commission's Board, I extend my appreciation to each and every one of you who have contributed to the region's growth and success, as we continue to build a prosperous and sustainable future for the Pilbara.

Yours sincerely,

Tim Larkin
Chair



Chief Executive Officer's Foreword

This year saw the region's economic importance again grow, as our Gross Regional Product (GRP) reached \$77.8 billion dollars. This is an increase of \$15.6 billion in the past two years, an amount larger than the annual GRP of a number of other regions in the State. Our total exports exceeded AU\$200 billion for the first time.

There is a strong pipeline of new projects in construction or planned for the region, estimated to be more than \$175 billion. This growth is exciting and will support new jobs and increased diversity in the regional economy. The impact of this growth on the liveability of our communities needs to be considered and planned for, and the Commission has partnered with the City of Karratha to develop a cumulative impact study to chart potential effects and responses that will be required. The study will include the development of a framework that will be applied across the region.

The Commission works on a diverse range of projects across the Pilbara, and also delivers Regional Economic Grants. It has been an exciting year, with a number of projects reaching completion, including the Commission's Pilbara Creative and Cultural Strategy which has made a significant contribution to the region's creative and cultural sector.

Launched in 2019, the Strategy reflects the ambition and achievements of this dynamic and diverse region, and its extraordinary contribution to both Western Australia and the Nation's creative and cultural landscapes.

Concluding in 2023, key achievements of the Strategy include statewide projects such as 'Make it Real', through to regional projects including the establishment of the Pilbara Cultural Land Management Project, and Pilbara Survey which resulted in the landmark exhibition Tracks We Share: Contemporary Art of the Pilbara, showcased at the Art Gallery of Western Australia, and attracting 150,000 visitors. Two projects that bring together Traditional Owners from across the region as custodians and land managers to collaborate, protect and showcase stories of the Pilbara.

For an isolated region located 1,600 kilometres from the nearest capital city, the Pilbara is also becoming an increasingly connected place, both within Australia and globally. New international freight links, transport routes and increased digital capacity will continue to unlock stranded assets, bring communities closer together, and create new opportunities for business investment and innovation in the years ahead.

Image: Mackerel Islands, near Onslow. Image credit: Tourism Western Australia.



The Pilbara is a truly unique and significant part of Western Australia. The place, the people, the projects and the partnerships that define our region are what makes the Pilbara a globally competitive economic powerhouse and a fabulous place to live.



The Commission welcomes this transition and the opportunities it brings, while acknowledging that it also brings us closer to global challenges. Like many businesses in the Pilbara over the past 12 months, our workforce has been stretched as we carried several vacancies off the back of COVID-19 and against a tight nationwide job and housing market. As a team, we have been resourceful, nimble and able to continue to create a genuine impact on the community and economic development of the Pilbara with the support of our regional development partners.

We are pleased to report that this year we have again achieved a very high satisfaction rate in our annual survey. This result is a credit to the people who work for the Commission, many whom have been part of the team for several years. Their ability to navigate across a vast region that has such a diverse portfolio of industries, and businesses, with unique social and economic challenges, is extraordinary. We are proud of this result and will continue to deliver on our operational values and to be a partner of choice in regional development. We thank our stakeholders and partners for completing our annual performance survey and their input into our continuous improvement process.

Our focus in the year ahead will be on the delivery of our Strategic Plan which prioritises supporting sustainable economic diversification, improving regional living standards and increasing the wellbeing of Aboriginal people in the region.

I would like to say a big thanks to our two Directors, Trish Barron and Michael Heap. Whilst I was working at Department of Primary Industries and Regional Development (DPIRD) until December 2022, Trish and Michael continued to share the CEO's role. They did an exceptional job, and the team didn't miss a beat!

The Commission team thanks our Chair and Board for their support and strategic advice. We would also like to thank our partners in the region for their ongoing support and shared commitment to develop the Pilbara as a great place to live, work, invest and play.

Terry Hill
Chief Executive Officer

2,900km
from Singapore

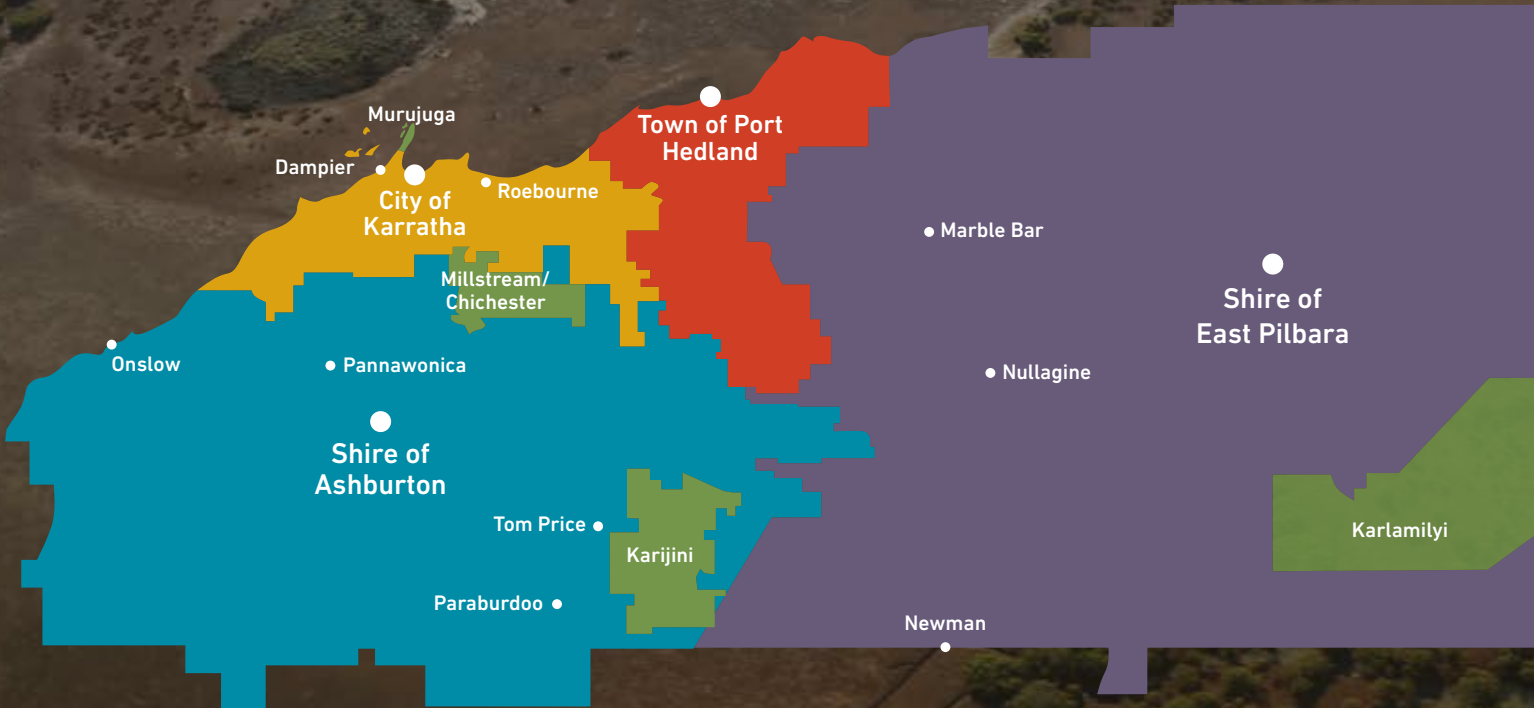
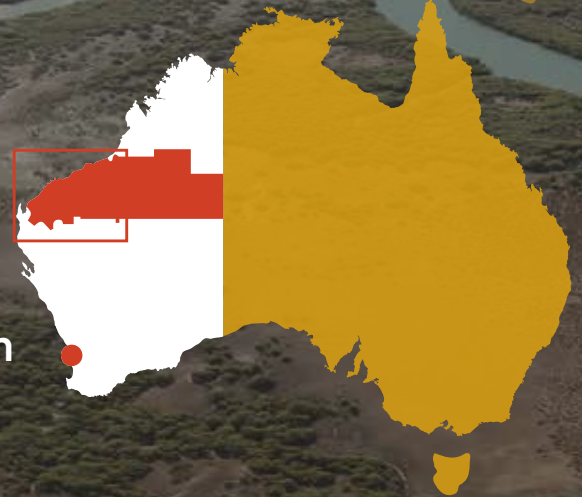
Performance Highlights

The Pilbara

Four Local Government Authorities

- City of Karratha
- Town of Port Hedland
- Shire of Ashburton
- Shire of East Pilbara
- Four National Parks

1,200km
from Perth





50,000+

years of continuous occupation



31

Aboriginal

language groups



**\$8.72
billion**

in State royalties in 2022



**\$73.33
billion**

Gross Regional Product



Pilbara population

58,904



14%

are Aboriginal



27%

born overseas



33

median age

Image: Pilbara Landscape. Image credit: Micromedia

Performance Highlights

Our 2022-23 Highlights

Delegates from
35 countries
represented at the OECD conference

Commenced
**multi-year
tourism
infrastructure**
development study

Leading the region's
**clean energy
transition**

**98% of
stakeholders**
agreed the Commission makes a positive
contribution to the economic and social
development of the Pilbara

**Opened
Jirninyjarri Maya**
supported accommodation complex to relocate
Parnpajinya residents

\$16.1 million
of State Government contracts
awarded to Pilbara Small to
Medium Enterprises

Inaugural year saw
5 visits
from cruise ships to Dampier

Engagements with over
**120
stakeholders**
as part of the Northern Native Seed
Industry Development Initiative

Tracks We Share reached
150,000
visitors

Premiere of
Sweet As

5
Pilbara projects shared in
\$628,281
of RED grant funding

When our stakeholders were asked what they value most about the Commission, this is what they said.



They are the eyes, ears and information gatherers, a strong advocate for the region to drive it forward.

They collaborate with all stakeholders including industry, local government, community, and business to give tools and information to help the success of and contribute to development so they deliver State Government initiatives.

Good quality people. Good open lines of communication. Accessible. There to see Pilbara become more successful overall.

Its' local staff. The local staff are knowledgeable, and give useful support because they are local, based on the ground and therefore know the real needs of the community.

Reliable, accessible, and timely info, regionally based and accessible. They provide high levels of interconnection with the government and quick decisions when required.

They provide on the ground leadership for social and economic development for the Pilbara region.

Quotes taken from anonymous responses to the 2023 Annual Stakeholder telephone survey conducted by Advantage Communications and Research.

Provided
\$60,000
in sponsorship to 11 regional
events and initiatives

Image credit: Tracks We Share. Photography by Claire Martin, courtesy of FORM.

Operational Structure



Who we are

The Pilbara Development Commission (the Commission) is a statutory authority of the Western Australian State Government and is one of nine regional development commissions, each serving a different region of Western Australia.

Responsible to the Minister for Regional Development, the Commission has a Chief Executive Officer and team of staff located in the Pilbara region who are overseen by a Board, which includes community, local government and Ministerial appointments.

What we do

The Commission's role is to coordinate and promote economic and social development in the Pilbara to maximise prosperity and well-being for the region, and for Western Australia. The Commission achieves this by providing the regional link between government policy and planning and regional aspirations and needs.

Enabling legislation

Regional Western Australia is a dominant driver of state and national economic growth, contributing up to one third of the State's wealth. The importance of WA's regions was formally recognised through the *Regional Development Commission Act 1993* (the Act). The Act established Regional Development Commissions to coordinate and promote economic development to maximise prosperity and wellbeing for the regions, and for WA.

The objectives of the Commission under the Act are:

- Maximising job creation and improving career opportunities in the region;
- Developing and broadening the economic base of the region;
- Identifying infrastructure services to promote economic and social development within the region;
- Providing information and advice to promote business development within the region;
- Seeking 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; and
- Taking steps to encourage, promote, facilitate and monitor the economic development in the region.

How we work

The Commission works to make the Pilbara 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 Pilbara with a list of measurable actions against four strategic goals.

Image: Murujuga National Park. Image credit: Tourism Western Australia



Our Vision

Vibrant and sustainable communities underpinned by a strong, diverse economy.



Our Purpose

To be the catalyst for development and growth in the Pilbara region.



Our Values

The Commission is a values-driven organisation, which promotes a positive working environment making it a partner of choice. The overarching value of excellence drives a culture of continuous improvement and leadership within the agency.

- **Excellence** in all we deliver
- **Integrity** to act ethically, honestly and with transparency
- **Unite** to connect, respect and collaborate
- **Care** to be positive and supportive
- **Impact** to make a difference



Strategic Goals

We work in collaboration with businesses, agencies, local government authorities and the community to achieve outcomes under our four strategic goals:

1. Prosperous and diverse economy
2. Regional liveability
3. Aboriginal economic participation and prosperity
4. Organisational excellence

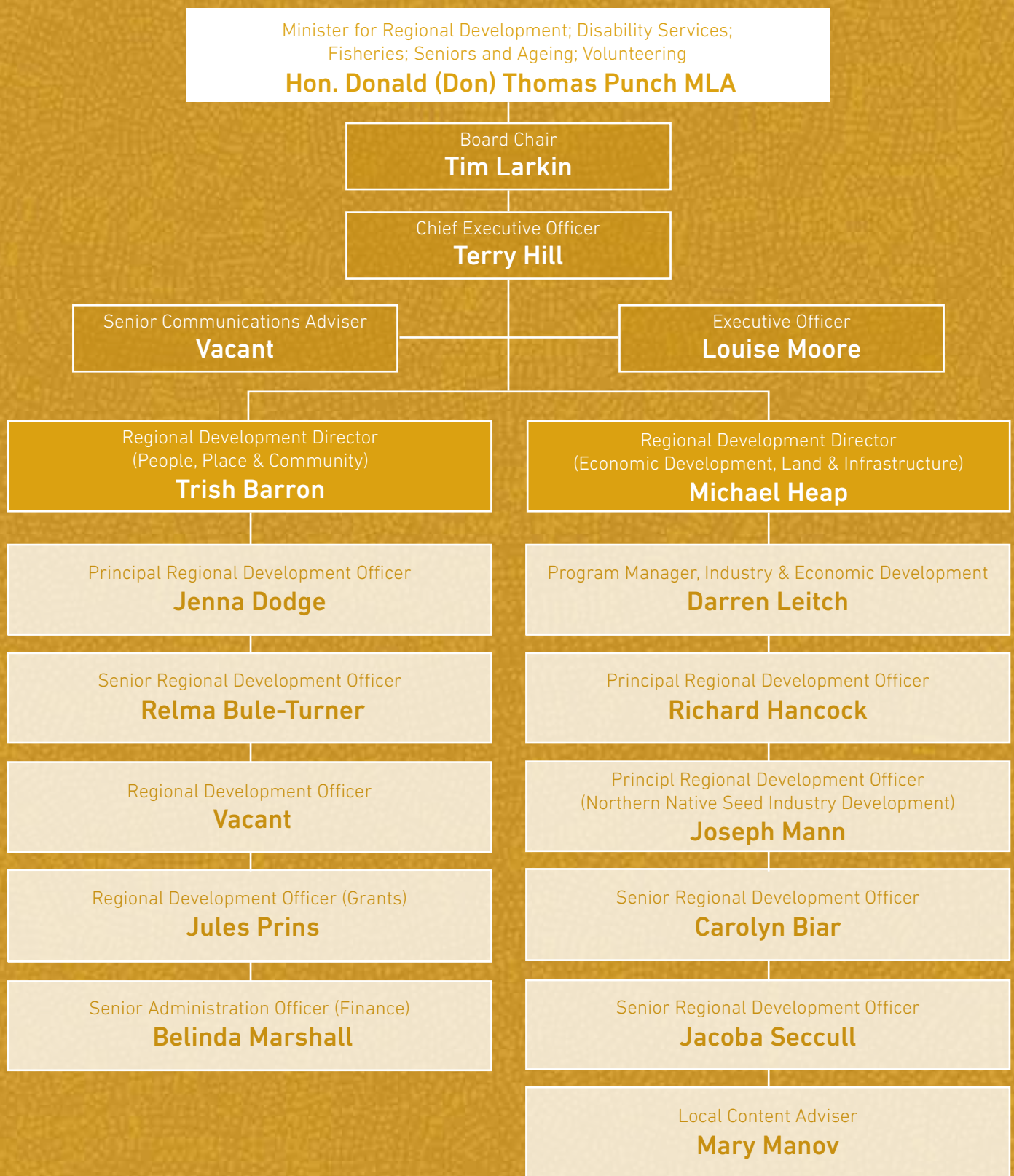
A summary of our achievements against these strategic goals is included in the Agency Performance section of this report on [page 22](#).



Image: Joffre Gorge, Karijini National Park. Image credit: Tourism Western Australia and @jmaddock.

Our People

Organisational structure chart as of 30 June 2023



The Chief Executive Officer is an employee of the Commission. All other Commission staff are employees of the Department of Primary Industries and Regional Development (DPIRD) 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.



Hon. Donald (Don) Thomas Punch MLA.

Our Minister

The Commission is responsible to the Minister for Regional Development; Disability Services; Fisheries; Seniors and Ageing; Volunteering, the Hon. Donald (Don) Thomas Punch MLA. 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*.

Our Board

The Board is the governing body of the Commission, appointed to ensure the efficient and effective operation of the organisation. The Board meets regularly to consider matters of economic and social importance to the Pilbara, to formulate advice to the Minister on appropriate matters, to set policy directions for the Commission and to formulate budget priorities.

The Board is made up of six members who each contribute skills, experience and knowledge that benefit the Commission and the region. Membership comprises two community, two local government and two Ministerial appointments (one currently vacant). The Commission's Chief Executive Officer is a member of the Board by virtue of office.

As much as possible, the Board meets in different towns across the Pilbara to enable the members to connect with local stakeholders to gain an insight into the issues facing the region and the priorities for regional development. Five Board meetings were held in 2022-23, in Onslow, Karratha (three times), and Marble Bar.

The table below reports the meeting attendance of each Board member during the reporting period, based on eligibility to attend.

Tim Larkin	5/5
Brett Ellacott	4/5
Marg Bertling	4/5
Wendy McWhirter-Brooks	5/5
Sara Slattery	4/5
Terry Hill	3/3
Trish Barron (as A/CEO)	1/1
Michael Heap (as A/CEO)	1/1

Current Board Members

Tim Larkin

Chairperson

Ministerial appointment

Term 2020 – 2023

Tim Larkin is a senior executive with more than 35 years of experience working for leading multi-national companies in the resources sector including BHP, United Group, Mowlem plc, the Leighton Group and Laing O'Rourke in project development and operational roles. In addition, he was the chief executive of a major 100 per cent Aboriginal-owned, diversified business serving the Pilbara with a focus on tourism and civil and mining services operations. He is currently the Principal of a strategy and development consultancy focussed on the resources sector.



Terry Hill AM

Chief Executive Officer

Terry Hill has been Chief Executive Officer of the Pilbara Development Commission for more than eight years. He has held senior roles in the State Government, including most recently as the Acting Director General of the Department of Primary Industries and Regional Development. He was the Deputy Chair of the Grape and Wine Research and Development Corporation and a foundation Director of Horticulture Australia Ltd. He has also worked internationally leading a significant project in Indonesia, industry trade missions to Asia and managing the commercialisation of intellectual property. Mr Hill holds a Bachelor of Science in Agriculture, a Masters in Agribusiness and is a Fellow of the Australian Institute of Company Directors. Mr Hill was awarded a Member of the order of Australia (AM) (General Division) in the King's Birthday 2023 Honours List for his significant service to primary industry, to public administration, and to the agricultural sector.

Sara Slattery

Community appointment

Term 2019 – 2023

Sara Slattery is a career practitioner with extensive experience working for employment services and Aboriginal-owned organisations in the Pilbara. She was previously the Chief Executive Officer of Robe River Kuruma Aboriginal Corporation and is a member of the Australian Association of Career Counsellors and Institute of Company Directors. Ms Slattery has held other leadership roles in a range of Pilbara Aboriginal and non-Aboriginal organisations, including in Roebourne and South Hedland. Ms Slattery is a Robe River Kuruma native title holder, and currently lives in Wickham.



Brett Ellacott
Community appointment
Term 2020 – 2023

Brett Ellacott, a mechanical engineer turned technology entrepreneur, heads Tan Ninety, a Port Hedland-based software firm. Building on his project management and maintenance experiences across diverse commodities and resource companies, Mr Ellacott drives innovation in the Pilbara region. Beyond business, he's a committed community member, serving as a senior skipper and project coordinator for Marine Rescue Port Hedland. His diverse roles underscore his dedication to the region's growth and community engagement.



Margaret (Marg) Bertling
Local government appointment
Term 2020 – 2023

Marg Bertling settled in Karratha in 1987 with a background in home finance, writing and journalism. Since 2009 she has operated her commercial and industrial photography and videography business, involving travel across the Pilbara. Ms Bertling spent many years as a St John Ambulance Australia volunteer ambulance officer and member of community groups. Elected as a Councillor for the City of Karratha in 2011, 2015 and 2019, she supports development and opportunities for communities in the Pilbara and is focused on sustainable projects that provide long term benefits for residents; encourage multi-generational families; and support business growth.



Wendy McWhirter-Brooks
Local government appointment
Term 2022 – 2023

Wendy McWhirter-Brooks has decades of experience in agriculture, education and community development as an agricultural enterprise operator and a teacher. She is currently the Deputy President of the Shire of East Pilbara and is a member of a number of committees including the Regional Joint Development Assessment Panel (JDAP), North West and Northern Territory Drought Innovation Hub Advisory Committee, and Chair of the Marble Bar Community Resource Centre. Living in Marble Bar, Ms McWhirter-Brooks is passionate about maximising opportunities for young people in regional WA, and helping to create better social, cultural and economic opportunities for people in the Pilbara.



Our Leadership Team

The Commission is made up of a team of 15, led by the Chief Executive Officer who is responsible to the Board Chair, as illustrated in the organisational structure on page 16.

Leadership is an attribute demonstrated by all employees of the Commission through their role in supporting and advocating for regional development and growth of the Pilbara with stakeholders.

Internally, the Commission's leadership team is made up of the Chief Executive Officer and two Regional Directors. Together, the leadership team provide day-to-day direction to staff, and work together to manage the delivery of the Commission's strategic priorities as determined by the Board.



Mr Terry Hill AM
Chief Executive Officer

Mr Hill has been in the position of Chief Executive Officer for more than eight years, based in Karratha and regularly travelling throughout the region.

The Commission's Executive Officer and Senior Communications Adviser respond directly to the Chief Executive Officer.

See foreword on page 8.



Ms Trish Barron
Director Regional Development
Portfolio: People, Place & Community

Ms Barron is the longest serving member of the Commission staff, having commenced in her role in 2003 to facilitate the Port Hedland Enhancement Scheme.

A long-term public servant working in the community and regional development portfolios, Ms Barron leads the People Place and Community team at the Commission, and is passionate about making the Pilbara a great place to live.



Mr Michael Heap
Director Regional Development
Portfolio: Economic Development, Land & Infrastructure

Joining the Commission from the private sector in 2019, Mr Heap now leads a team of staff based in the Pilbara, who work to ensure the region grows a diverse and sustainable economy.

Mr Heap's professional background is in research and analytics, and he is an advocate for evidence-based decision making and the use of data to deliver impactful outcomes. He is passionate about contributing to the success of regional Western Australia, in particular the economic powerhouse of the Pilbara.

Performance Management Framework

The State Government has four goals that guide the high-level policies and/or priorities that support its vision. At the Commission, we contribute to the government’s goal of ‘Better Places’ by supporting the economic and social development of the Pilbara.

Outcome-based management framework

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

Since the Machinery of Government changes on 1 July 2017, the Commission’s access to resources has been divided into those reported under Section 40 of the Financial Management Act 2006 (that is; funds allocated to cover the expenses and operations of the Board and Chief Executive Officer of the Commission including grants programs) and the Department of Primary Industries and Regional Development controlled budget covering the staff, assets and operations. These resources are provided for the

day-to-day management of the Chief Executive Officer under agreement with the department Director General.

As a result of the Machinery of Government changes, the Department of Treasury advised the Commission no longer requires a Resource Agreement. To ensure compliance with Treasurer’s Instructions 904 and 903(8), the Commission has maintained its key performance indicators (efficiency and effectiveness) to measure its performance and allow comparison with that of previous years. Readers should note this approach includes the contribution and hours worked of department employees based with the Commission as shown in the organisational chart on [page 16](#).

The following table shows the key desired outcome we strive for and services we deliver in support of the government’s goal.

Government Goal	Better Places: A quality environment with liveable and communities and vibrant regions
Outcome	Enhancement of the Pilbara region’s economic and social development
Services	1. Facilitation, coordination and governance 2. Regional promotion and information services
Key Effectiveness Indicator	Extent of client satisfaction that the Commission makes a positive contribution to economic and social development of the Pilbara
Key Efficiency Indicator	Average operational costs per working hour

Changes to outcome-based management framework

The Commission’s outcome-based management framework did not change during 2022-23.

Shared responsibilities with other agencies

The Commission did not share any responsibilities with other agencies in 2022-23.

Agency Performance



Strategic Goal 1: **Prosperous and Diverse Economy**

The Pilbara economy is dominated by the resources sector, primarily iron ore and oil and gas, which provides thousands of jobs not only in the region, but across Australia. Our focus is on maximising the benefits from this thriving sector for the people who live and work in the region, while also unlocking new industry opportunities that support the long-term sustainability and diversity of the economy.

Image: OECD Mission March 2023

The following section provides a summary of the key achievements from 2022-23 in pursuit of this strategic goal.

Diversifying the economy

The Commission continued to produce a range of reports and snapshots which highlight and promote the region. The improved Economic and Investment Snapshots provide compelling data that highlights the region's economic performance and future opportunities for growth.

The Commission delivered Round 5 of the State Government's Pilbara Regional Economic Development (RED) Grants Program. A total of \$628,281 was allocated to five local businesses for projects which are estimated to create 16 full-time and four part-time jobs during project development, and support more than 50 jobs ongoing.

The Commission continued to work in partnership with the Organisation for Economic Co-operation and Development (OECD) on a case study of the Pilbara region, which will bring expertise in international policy making to inform on a number of the Pilbara's critical issues. The Pilbara conference attracted delegates from 35 countries and the report is due for release later in 2023.

Supporting local businesses

The Commission recognised and celebrated Pilbara small business achievers by sponsoring the Karratha, Port Hedland, Onslow, Newman and Pilbara Inland Business Excellence Award programs, managed by the region's Chambers of Commerce.

Our Local Content Advisor engaged extensively with small businesses and major contractors to maximise local supplier, contractor and job opportunities in the Pilbara. 175 government tender opportunities were communicated and \$16.1 million State Government awarded contracts to Pilbara small to medium enterprises.

Attracting new investment

The Commission partnered with Informa Australia on the Pilbara 2022 Summit, providing advice and input into the topics and focus areas of the conference, facilitating local connections, and maximising benefits to local businesses through contracting opportunities. The conference, which promotes the economic and investment opportunities of the Pilbara to a national audience, was held in the region for the first time since it was established five years ago with 600 delegates in attendance.

Partnered with the Karratha, Newman and Port Hedland Chambers of Commerce to host a State Budget briefing event in all three towns to promote the State Government's investment commitments for 2023-24 in the Pilbara.

The Commission produced and distributed the half-yearly Housing and Land Snapshot. The publication is critical for new business entrants in the Pilbara market to assure they are fully across operational costs and barriers.



Image: Onslow Salt Jetty. Image credit: Tourism Western Australia.



Image: OECD Mission March 2023

↶ **Strategic Goal 1**

Project In Focus

A closer look at how we work to create a prosperous and diverse economy.

Partnership with the Organisation of Economic Co-operation and Development (OECD) on a case study of the Pilbara region.

In June 2020, the Department of Primary Industries and Regional Development entered into an agreement with the OECD for the development of a case study of the Pilbara under the OECD's Mining Cities and Regions Initiative. The OECD's Mining Cities and Regions Initiative serves as a platform for exchanging good practices and promoting international standards aimed at improving well-being outcomes in mining regions.

The agreement included an onsite mission to the Pilbara, meeting with local stakeholders to inform the development of the case study and a conference in Karratha to share good practices and experiences.

The Commission hosted the mission during March 2023, which commenced in Port Hedland and ended in Karratha, with stops in Newman and Tom Price. At each location, the mission participants met with Traditional Owners, Local Government representatives, the business sector and local community groups and gathered information to inform the Pilbara case study and recommendations.

On 20-23 June 2023, the City of Karratha hosted the conference titled 'Diversified and Liveable Mining Regions in the Context of the Green Transition.' Up to 200 domestic and international speakers and

delegates attended the conference including from countries such as Canada, Finland, Morocco, Poland, Portugal and Chile.

Notable speakers included:

- Mr Matthias Cormann - Secretary General OECD
- Hon. Donald (Don) Thomas Punch MLA - WA Minister for Regional Development; Disability Services; Fisheries; Seniors and Ageing; Volunteering
- Professor Peter Yu - Vice President, First Nations Portfolio, Australian National University
- Mr Ricardo Diaz Cortés - Regional Governor of Antofagasta, Chile

The OECD presented its preliminary findings and draft recommendations of the Pilbara case study.

The Commission was represented at the conference by two board members (Chair Mr Tim Larkin and Deputy Chair Mr Brett Ellacott) and staff. On day one of the conference, Director Regional Development, Mr Michael Heap, presented on the OECD case study and policy highlights and on day two, Acting CEO Ms Trish Barron facilitated the 'Partnering with the private sector to improve environmental and social outcomes' panel.

The next OECD conference will be held in Greater Sudbury Canada in 2024. The Government of Western Australia has been invited to attend.

“

Communities like the Pilbara fuelled the rapid development and industrialisation of China and South East Asia in particular. Looking ahead, they will be central to the dual green and digital transformations of our economies around the world.”

Mathius Cormann, Secretary General of the OECD



Images: OECD Mission March 2023

Looking back on our impact

A closer look at how we work to create a prosperous and diverse economy.

 [Strategic Goal 1](#)



Pilbara Survey

Pilbara Survey was a three-year major project led by FORM in partnership with Pilbara Aboriginal art centres and artists.

Collaborating on a range of initiatives, the project focused on the establishment and identity of the Pilbara as a significant arts and cultural region from a state, national and international perspective. The initiative included:

- Digital and marketing strategies
- Regional, state and national exhibition program
- Pilbara tours by national arts institutions and private collectors
- Governance and operational growth

The aim of Pilbara Survey was to strengthen the Aboriginal art centres, artists, and cultural heritage of the Pilbara through the creation of new content and artistic expression which documented the historical context and development of the Aboriginal art movement in the Pilbara and its immense cultural and stylistic diversity.

Pilbara Survey delivered a three-year exhibition program, employing 64 artists across five art centres: Martumili Artists, Juluwarlu Art, Cheeditha Art, Yinjaa-Barni Art, Spinifex Hill Artists and three independent artists. The project accumulated with the opening of Tracks We Share: Contemporary Art of the Pilbara at the Art Gallery of Western Australia (AGWA) on the 11 March 2022.

The exhibition was structured around the geographical narrative of the Pilbara, starting at the coast of Murujuga, Roebourne and Cossack (articulating Roebourne art centres' diverse depictions of Ngarluma and Yindjibarndi Country, and independent artist Katie West's matriarchal family links to Cossack), looping through to Port Hedland with its stories of town life and the region's pastoral histories, as depicted by significant artists such as Nyaparu William Gardiner, and traveling inland into the desert. Spectacular collaborative canvases by Martumili Artists were created to explore the rich culture of Martu Country, with independent artist Curtis Taylor investigating how Martu culture links back to the West Pilbara coast through powerful and ancient songlines that traverse the region, stretching into central Australia and beyond.

The exhibition included close to 200 paintings on canvas; carvings and artefacts from the West Pilbara; and photography and audio-visual works by artists from across the region.

**Total visitation to
Tracks We Share reached**

149,189

Image credit: Tracks We Share: Contemporary Art of the Pilbara. Photography by Rebecca Masell, courtesy of the Art Gallery of Western Australia and FORM Building a State of Creativity.

Strategic Goal 2: Regional Liveability

Living in the Pilbara is an attractive option for individuals and families looking for a slower-paced regional lifestyle located on the doorstep of some of the world's greatest natural attractions, as well as attractive employment opportunities

Providing access to high quality education, health, housing and community facilities to support people of all ages and abilities, is critical to continuing to attract and retain residents in the region.

Our focus is on ensuring all residents have access to appropriate services and that the region continues to flourish as a vibrant and connected place that people choose to call home.

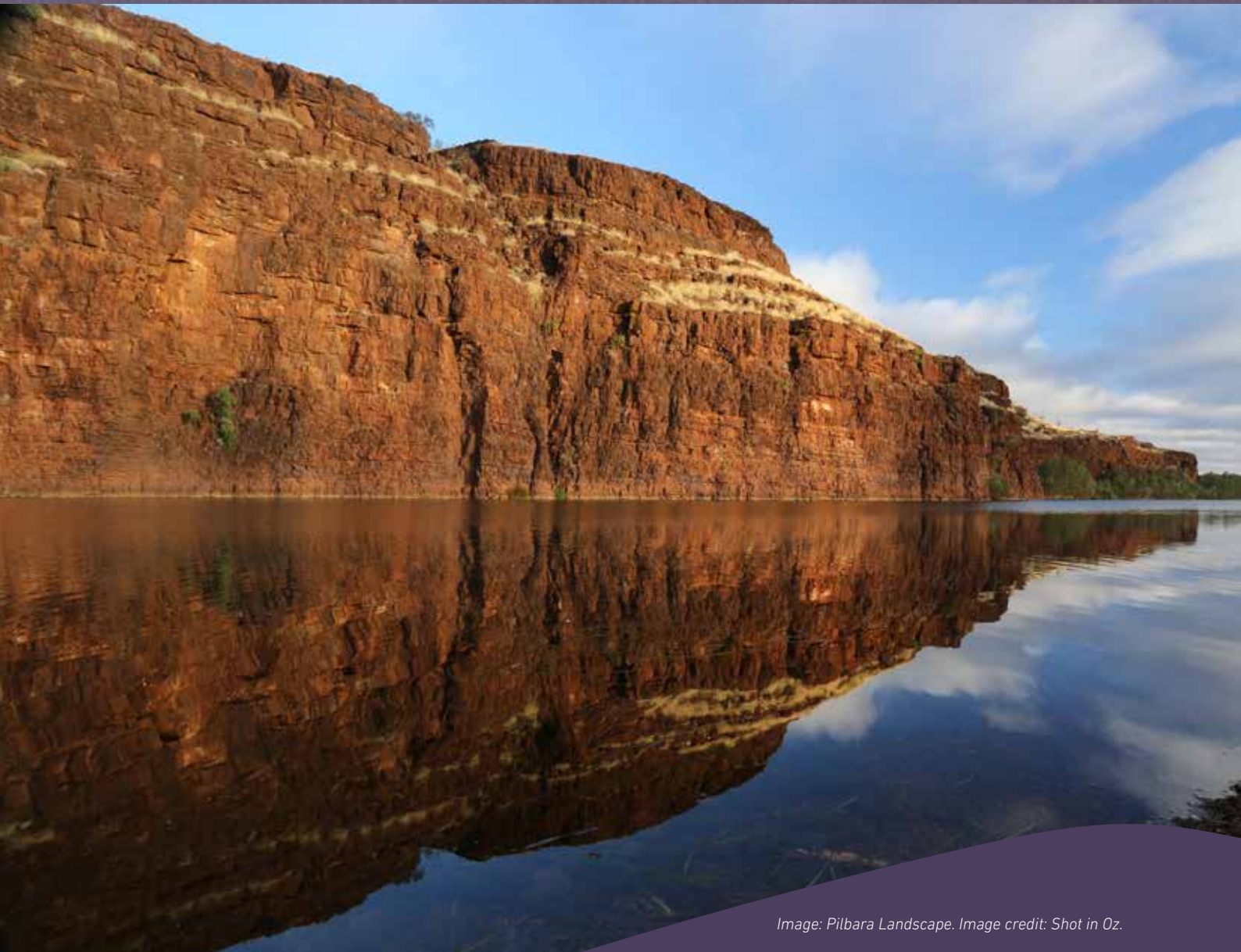


Image: Pilbara Landscape. Image credit: Shot in Oz.

The following section provides a summary of the key achievements from 2022-23 in pursuit of this strategic goal.

Improving access to education

The Commission worked in partnership with Jamukurnu-Yapalikurnu Aboriginal Corporation (formerly Western Desert Lands Aboriginal Corporation) and the Martu Schools Alliance to open the Martu Students Residential Facility in Newman. Comprising of three refurbished houses in Newman gifted by BHP, the facility has been established to improve access to secondary education and vocational programs for Martu students from remote communities.

The Commission provided four half-scholarships for Pilbara High School students to join the Youth Explorer Voyage on the Leeuwin to support leadership development of young people in the region.

Established in 2020 with support from the Australian Government and the Commission, the Pilbara Kimberley Universities Centres (PKUC) provides support services to current and aspiring tertiary students in the Pilbara and Kimberley regions. Initially based in Karratha with Hedland outreach, since 2020 student numbers have grown from 3 to 289, with over 45 courses available through five partner universities.

Based on its Pilbara success, PKUC recently expanded its services to the Kimberley region providing locally based options to improve the regions' ability to attract and retain long-term residents.

Delivering health care closer to home

The Commission continued delivery of the Jiji Program which aims to provide a holistic approach to supporting the developmental challenges of children in the remote communities in the Western Desert in partnership with the Puntukurnu Aboriginal Medical Service.

Creating vibrant communities

The Commission continued to provide governance support and funding oversight for the construction of the Port Hedland Spoilbank Marina which, once complete, will transform Port Hedland's waterfront into an attractive and popular destination for locals and visitors. So far, 80 per cent of the contract spend has been with Pilbara or Aboriginal-owned businesses. Construction of the marina is on track to be completed in December 2023.

Sponsored local art awards and festivals that promote the Pilbara including Jury Art Award, Cossack Art Awards and the Pilbara Community Services Awards.

Promoting liveability

Working in partnership with BHP, East Pilbara Independence Support Inc. and Lotterywest, the Commission finalised the assisted living accommodation "Jirninyjarri Maya" in East Newman to accommodate former residents of Parnpajinya. The new facility was highly anticipated by the residents and was opened in March 2023 by the Minister for Regional Development, the Hon. Donald (Don) Thomas Punch MLA. It includes eight refurbished, two bedroom units with large outdoor space to entertain visiting family members, internal courtyards landscaped with native plants and rooftop solar power with batteries to reduce energy costs to the tenants.

Project In Focus

A closer look at how we work to improve Aboriginal economic participation and prosperity.

Assisted living facility for Parnpajinya residents opens in Newman.

Residents from the former Parnpajinya Town Based Reserve now have greater access to community and social services, following the opening of Jirninyjarri Maya - a new assisted living facility in Newman.

Opened in March 2023, the project, which received \$4 million in funding from the State Government, including a Lotterywest grant, involved the refurbishment of properties to provide safe and culturally appropriate accommodation for residents of the Parnpajinya community.

The existing facility was gifted by BHP to East Pilbara Independent Support Incorporated (EPIS), who have been engaged as the Community Coordinator to

provide wrap-around services for five years to support the residents. The Commission has worked closely with the residents of the community and other key stakeholders to complete the refurbishment and to develop a transition plan that meets the current and future needs of the community.

Parnpajinya is one of six communities within the Pilbara Town Based Reserves project, which is led by the Commission.

↩ **Strategic Goal 3**



By refurbishing properties in this community, it will create a safe and culturally appropriate living environment. This is a major initiative that will help to improve the lives of Aboriginal people living in the Pilbara.”

**Kevin Michel MLA,
Member for Pilbara**



Images: Refurbished properties in the Parnpajinya assisted living facility

“

The Pilbara Development Commission has worked hand in hand with the residents of Parnpajinya and key stakeholders to create a long-term approach that supports the aspirations of the Parnpajinya community.

The opening of Jirninyjarri Maya is the first step in supporting residents to have greater access to community and social services and improved living conditions.

All residents of Jirninyjarri Maya will be provided with wrap-around services to support them in making significant, life changing decisions about their futures including re-engaging services to improve health and wellbeing, lifestyle, education, employment and economic development opportunities.

Hon. Donald (Don) Thomas Punch MLA, Minister for Regional Development; Disability Services; Fisheries; Seniors and Ageing; Volunteering



Image: Parnpajinya assisted living facility



↩ [Strategic Goal 2](#)

Looking back on our impact

A closer look at how we work to promote regional liveability.

Martuku Jijiku Maya

(Martu Students Residential Facility)

Secondary students living in remote Aboriginal communities in the Western Desert now have access to a residential hostel in Newman, allowing them the opportunity to improve access to education and further training whilst maintaining strong connections with family and to Country.

The houses, provided by BHP, have been renovated to make them suitable as a student boarding facility with discrete accommodation for male and female students separated by a centralised administration hub and meeting place.

The new facility enables students to live close to Country while providing greater access to secondary schooling and vocational programs. 54 Reasons (formerly Save the Children) has been engaged to manage the facility and support the students while they are living away from home.

The facility will operate as a pilot program for three years to determine the demand for a larger purpose-built facility in Newman.

The Commission is committed to improving education outcomes and supporting life-long learning for residents in all communities across the region.



We have worked for many years to get this important project up and running. We hope it will be a game-changer for kids growing up in Martu communities, allowing them access to high school training. Students will receive personal and educational support to help them adjust to the challenges of a larger school.”

**Hon. Alannah MacTiernan MLC,
Former Minister for Regional Development; Agriculture and Food;
Hydrogen Industry**

Image: Martu Students Residential Facility



Image: Official opening of the Martu Students Residential Facility

The completion of this project has opened new pathways for students living in remote communities to maintain a strong connection to their families, Country, and culture, while also providing access to high quality education and training.

The project has been delivered through a partnership between the Pilbara Development Commission, Jamukurnu Yapalikurnu Aboriginal Corporation (JYAC) (formerly Western Desert Lands Aboriginal Corporation), the Martu Schools Alliance with the support of BHP.

“

Martu children who want to further their academic studies need to be able to do that close to family and Country and without having to go away to the city or other distant places.

The Martu Students Residential Facility will allow students who want a good high school education to have that without moving away from their families.

Families can stay on-Country and in communities and know their children are safe and getting a good education close to home.

The Martu Students Residential Facility will be a place for learning and for these young people to become the Martu leaders of tomorrow.

**Melvin Farmer,
Former Chairperson, JYAC**

Strategic Goal 3:

Aboriginal Economic Participation and Prosperity

The Commission recognises that more needs to be done to support the participation and empowerment of Aboriginal people in our regional economy.

We are committed to maximising opportunities for Aboriginal-owned and led enterprise by delivering transformational projects with Traditional Owners in the region, building the capacity and capability of Aboriginal businesses and supporting economic development on Country.

The following section provides a summary of the key achievements from 2022-23 in pursuit of this strategic goal.

Entrepreneurship and enterprise

The Commission continued to support the delivery of the Aboriginal and Torres Strait Islander Product Development project, led by the Aboriginal Art Centre Hub of WA. The project is a significant cross-regional initiative to support product development for First Nations artists and art centres.

The Northern Native Seed Industry Development Initiative commenced in July 2022. Through a collaboration with the Goldfields-Esperance and Kimberley Development Commissions, the Commission will support new and innovative Seed Production Area (SPA) trial sites across the three regions.

Owned and operated by Aboriginal organisations, the SPA's will provide diverse employment and training to local people in the restoration economy. The project team has engaged with over 200 stakeholders and is working to support a contemporary seed industry network.

Ngarluma Aboriginal Corporation was awarded a RED Grant in Round 5 to recommission the Whim Creek Hotel. The funding will assist Ngarluma to complete Stage 1 of the Whim Creek Hotel hub which will re-establish and recommission the hotel, bar area and core staff accommodation, creating an initial revenue stream from the bar and restaurant, and igniting an exciting tourism destination midway between Karratha and Hedland.

Protecting and celebrating culture

The Pilbara Cultural Land Management Project (PCLMP) is a partnership of Pilbara Traditional Owner

groups that supports the establishment, growth and maintenance of individual ranger programs resulting in a vibrant and resilient cultural land management sector for the Pilbara region.

The PCLMP recognises the strength in collectiveness, regionally based approaches, and that Pilbara Traditional Owners are stronger together.

The PCLMP also recognises that collective strength is greatest when each individual group is empowered.

The Commission also sponsored the 2022 Hedland NAIDOC awards which recognise the fantastic contributions of inspiring Aboriginal and Torres Strait Islander people and their commitment to the Hedland and surrounding communities.

Delivering the Town-Based Reserves Project

The Commission continues to deliver the Pilbara Town-Based Reserves Project which aims to improve socio-economic outcomes for residents of five town based reserves in the region. Of the five communities, two have been completed with wrap-around services continuing to be provided to support former residents, one is in progress, and transition plans for the final two communities are under review.

The Commission has worked closely with each community to ensure that their unique cultural and family requirements take precedence in the development of the transition plans.



Image: PCLMP Rangers and Winyama. Image credit: Rio Tinto.

Niminjarra Highway

The Commission is supporting efforts by the Martu people to establish a connecting road between Punmu and Parngurr through the Karlamilyi National Park (KNP) to provide a safer, more direct route between two extremely remote communities.

Located 260km east of Newman in the middle of the Great and Little Sandy Deserts, at around 1.3 million hectares, the KNP is Western Australia's largest national park and is at the heart of Martu Ngurra providing cultural, spiritual, economic and social connections for all Martu families and language groups.

Niminjarra Highway will also open up significant cultural tourism and service economy opportunities for the Martu people including improved access to iconic destinations to respond to a demand for more authentic, Aboriginal led cultural tourism experiences.

This work follows on from previous Commission funding support for the Aboriginal Heritage Survey of the potential route to ensure protection of high conservation values and a range of intact ecosystems, including complex dune systems, permanent water holes, gorges, mesa and savannah landscapes.



The PCLMP is a voice, a movement, a connector, and a facilitator, that brings together Traditional Owners as custodians and land managers to collaborate, share and work together for country.

Taryn Milroy,
Ranger Coordinator,
Yindjibarndi Rangers



Project in Focus

Sweet As - Western Australian Regional Screen Fund

The Western Australian Government is a proud supporter of the regional film industry, with investment through Lotterywest and the Western Australian Regional Screen Fund, administered by Screenwest in partnership with Regional Development Commissions.

The Pilbara Development Commission has had the pleasure of supporting funding for several first class productions in the Pilbara which have benefitted local communities and added a new layer of diversity to the regional economy.

The partnership with Screenwest has enabled incredible local stories to be told, including the award-winning *Sweet As*, the debut feature film from Indigenous writer/director Jub Clerc, inspired by her own experience as a teenager growing up in the Pilbara and Kimberley.

Starring Tasma Walton (*Mystery Road*, *Cleverman*), Mark Coles Smith (*Last Cab to Darwin*, *Mystery Road*), Chilean-Cuban Australian actor Carlos Sanson Jr (*Bump*) and a magnetic Shantae Barnes-Cowan (*Total Control*, *Firebite*) in the lead, *Sweet As* is an effervescent story of growth, acceptance, and the journey towards finding oneself. With postcard-perfect shots of the Pilbara and a road-trip-worthy soundtrack of all-Indigenous artists, *Sweet As* is a joyous, cinematic, life-affirming ride.

Sweet As won the Blackmagic Design Innovation Award at the Melbourne International Film Festival in August 2022, was the first Australian film to win the Network for the Promotion of Asian Pacific Cinema at the Toronto International Film Festival in September 2022 and took home the Crystal Bear at the Berlin Film Festival Generation Kplus competition in February 2023.

↩ **Strategic Goal 3**

Image: Shantae Barnes-Cowan as Murra with her camera. Image credit @Arenamedia Pty Ltd, Photography by Nic Duncan.

Looking back on our impact

A closer look at how we work to improve Aboriginal economic participation and prosperity.

Product Development Project: Make It Real

Led by the Aboriginal Art Centre Hub of Western Australia, Make it Real has been designed to disrupt the significant fake Aboriginal and Torres Strait Islander souvenir and merchandise market, by supporting Western Australia's remote and regional Aboriginal arts centres in the development of authentic products that reflect the values and stories of communities.

Most Western Australia Aboriginal art centres operate as not-for-profits and are often the economic, social, and cultural nucleus of remote and regional Aboriginal communities with no two the same. Despite the many day-to-day challenges of distance, access to technology, and limited resources, art centres are resilient and in recent years they have evolved across Australia in response to a growing national and international interest in Aboriginal and Torres Strait Islander arts and culture.

Make It Real aims to enrich the art centre model by diversifying income streams through the development of support structures for the creation of new, authentic cultural product. This will create opportunities for artists to supplement their income from the fine art market, in turn strengthening their future, and the future of artists and remote and regional communities.

Make It Real is guiding arts centres and artists through the diverse and often complex process of product development, providing each participant with a comprehensive understanding of engagement with supply chains – the different ways in which products can be manufactured, stored, distributed, and sold – as well as how the money story works.

The project will equip art centres and artists with knowledge about cultural safety, licensing and Indigenous Cultural and Intellectual Property to make fully informed decisions about the products they make and the contracts that they enter in to. It is an important way in which this project aims to ensure artists are treated respectfully and paid fairly by those who trade in their work.

In collaboration with art centres and artists, the project is developing bespoke resources and solutions to suit each of the six participating art centres' product development, supply chain and licensing needs.

These resources are assisting art centres and artists to take advantage of the current opportunity to capture demand for authentic Aboriginal and Torres Strait Islander products while aligning with the cultural protocols established by artists, their communities and the strategic objectives of individual art centres.

A distilled set of resources and toolkits will be subsequently shared with the six participating art centres as well as art centres across the country.

Make It Real will address the staggering statistics highlighted within the recent Productivity Commission's report into Aboriginal and Torres Strait Islander Visual Arts and Crafts which estimates that up to 75% of Aboriginal and Torres Strait Islander-style consumer products in the market are non-Indigenous authored.

75%

**Aboriginal and Torres Strait
Islander-style consumer
products in the market that are
non-Indigenous authored**



Photography by Claire Martin, courtesy of FORM Building a State of Creativity.



Strategic Goal 4: Organisational Excellence

The Commission's fourth strategic goal of organisational excellence covers how it engages with stakeholders, maintains and develops skilled and capable staff, and meets governance and business objectives.

Image: OECD Mission March 2023

The following section provides a summary of the key achievements from 2022-23 in pursuit of this strategic goal.

Communicating with stakeholders

Commission representatives delivered numerous presentations on the regional economy and future opportunities at forums, conferences and senior leadership meetings including the Pilbara Summit, the Pilbara Regional Planning workshop and the 4th OECD Regions and Cities Mining conference.

The Commission provided a total of \$60,000 in sponsorship to 11 regional events and initiatives aligned with the strategic goals.

The Commission continued to use LinkedIn to communicate to stakeholders locally and around Australia with more than 110 new posts published to our page. Our LinkedIn audience is now more than 5,200 followers, growing by more than 900 new followers in the last 12 months.

An annual survey of the Commission's stakeholders conducted by telephone by an independent market researcher in June 2023 found that of 97 stakeholders who completed the survey, 98 per cent agreed the Commission makes a positive contribution to the economic and social development of the Pilbara. See [page 42](#) for more results from our survey.

Operating with excellence

The Commission held a strategic planning day in 2022-23. These annual whole of staff meetings provide an opportunity to reflect on our achievements, share regional intelligence and evaluate the priorities of the coming 12 months.

A variety of professional development and training opportunities for staff were delivered during the year covering project management, community engagement and financial literacy.

Board papers and minutes were prepared in a timely manner and process and recommendations of the Board were achieved in accordance with the Regional Development Commissions Act. Briefing notes, parliamentary question responses and other ministerial requests were submitted on time.

No complaints were received during the reporting period.

A strong voice for the Pilbara

The Commission plays an important advocacy and facilitation role to promote the economic and social development of the region. As part of this role, we are invited to participate as a member of several advisory or stakeholder reference groups. This year we participate in numerous groups, which are listed below.

Our contributions to these groups include collecting and sharing regional intelligence, highlighting State Government objectives and policies, and connecting funding and partnership opportunities to progress projects and ideas.

- Pilbara Energy Roundtable Industry Liaison Committee
- Yiwarra Kuyu Justice Program Working Group
- Department of Training and Workforce Development's Pilbara Regional Coordinating Committees (Port Hedland and Karratha)
- Hedland Collective
- Pilbara Hydrogen Technology Cluster
- Pilbara Industry Roundtable on Childcare
- Pilbara Early Childhood Collaboration Network
- Martu School Alliance
- Murujuga Tourism Advisory Group
- Newman Futures
- Newman Health Service Project Working Group and Arts Advisory Working Group
- Northern Beef Development Reference Group
- North-West Aboriginal Housing Fund
- Pilbara Regional Innovation Network
- Pilbara District Leadership Group
- Port Hedland Cross-Government Senior Officers and Communications working groups
- Port Hedland Spoilbank Marina Taskforce, Art Advisory Group and Communications Group
- Port Hedland Voluntary Buy-Back Scheme
- Woodside, BHP and other resource sector community reference groups
- WA Country Health Service Pilbara Operations Area Support Group

2023 Stakeholder Survey Results

The following table highlights our stakeholder survey results against 11 key performance indicators, and a comparison to previous two years' results.

Performance Indicator	2021	2022	2023	Percentage change from 2022
The Pilbara Development Commission makes a positive contribution to economic and social development of the Pilbara	98%	100%	98%	2% ↓
The Pilbara Development Commission's support to industry and enterprise makes a positive contribution to regional development	98%	99%	97%	2% ↓
Pilbara Development Commission staff provide professional, timely and helpful services	97%	99%	96%	3% ↓
I am aware and informed of the projects and activities being undertaken by the Commission that aim to develop and broaden the economic base of the region	90%	98%	83%	15% ↓
I understand the role and purpose of the Pilbara Development Commission	100%	100%	94%	6% ↓
The Pilbara Development Commission demonstrates excellence in its decisions, behaviours and actions	97%	99%	95%	4% ↓
The Pilbara Development Commission acts ethically, honestly and with transparency	99%	100%	96%	4% ↓
The Pilbara Development Commission staff are positive and supportive of stakeholders and the community	99%	100%	97%	3% ↓
The Pilbara Development Commission connects and collaborates with stakeholders to inform strategic decision making	95%	98%	94%	4% ↓
The Pilbara Development Commission inspires, leads and delivers outcomes that make a difference for the region	96%	94%	91%	3% ↓
The Pilbara Development Commission with its focus on regional development, makes a positive contribution to economic and social development of the Pilbara.	98%	100%	96%	4% ↓

Financial Targets Summary

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.

Actual results against budget targets

	2022-23 Budget (\$000)	2022-23 Actual (\$000)	Variation (\$000)
Financial targets			
Total cost of services ¹	5,882	3,544	2,338
Net cost of services ²	5,882	3,534	2,348
Total equity ³	723	1,314	-591
Net increase / (decrease) in cash held ⁴	6	399	-393
Approved salary expense level ⁵	232	214	18
KPI			
Customer satisfaction survey	98%	98%	0%
Average cost per hour for Service 1 (per KPI report)	\$243	\$212	\$31
Average cost per hour for Service 2 (per KPI report)	\$243	\$141	\$102

Explanation of variations:

- Total cost of services is lower than the budget estimate by \$2,338k mainly due to reduced expenditure in Northern Native Seeds Initiative and the Pilbara hydrogen hub, for which carryover will be sought through the mid-year review. Staff vacancy is also a contributing factor for the variance.
- Refer to explanation for total cost of services above.
- The variance of \$591k in total equity is due to the total assets balance being \$589 higher than anticipated. Variation due to increased cash balance as explained below in Working Cash Targets.
- The \$174k variance in cash held for the period is mainly due to lower than anticipated payments relating to reason given under total cost of services above.
- Small variance due to leave coverage and leave provisions.

Working cash targets

	2022-23 Agreed Limit (\$000)	2022-23 Budget/ Actual (\$000)	Variation (\$000)
Agreed working cash limit (at Budget)	33	33	N/A
Agreed working cash limit (at Actuals) ¹	34	1,378	1,345

Explanation of variations:

- Variation is due to brought forward cash balance of \$666k plus cash paid in advance of 2023 forecasted expenditure. Refer to total cost of services above for explanation of reduced expenditure.

Summary of Key Performance Indicators

Indicator	2022-23 Target	2022-23 Actual	Variation
Key effectiveness indicator ¹	98%	98%	Nil
Key efficiency indicator ²	\$243	\$176	\$66

Note 1: Client satisfaction that the Pilbara Development Commission is effective in meeting its service objectives, as measured by an annual stakeholder survey conducted by an independent market researcher.

Note 2: Average operational cost per hour.

More detailed information on the Commission's 2022-23 Key Performance Indicator results and how the Commission supports the Government Goals please refer to page [66](#).

Significant Issues Impacting the Agency

There is growing evidence that the Pilbara region is entering a new investment cycle. Recent announcement of Final Investment Decisions for projects such as Pluto LNG Train 2, the Perdaman Urea Plant and the Western Range Iron Ore mine, support this premise. Furthermore, the State has recorded significant interest from potential proponents to establish new operations at the Strategic Industrial Areas located in the Pilbara.

Whilst iron ore and oil and gas will remain the primary resources of our region into the future, the Pilbara has valuable deposits of critical minerals needed for the green energy industry such as lithium, manganese and vanadium, and activity in this space continues to ramp up - Lithium sales peaked at \$3.5 billion in 2022-23.

The potential for mega-scale green energy developments in the Pilbara is becoming a reality through BP's Asian Renewable Energy Hub, located east of Port Hedland, and the State and Commonwealth Government commitment of \$140 million to develop the Pilbara Hydrogen Hub. These projects will add to the ongoing activities of companies such as Yara, Engie, and Fortescue Future Industries in this space. Our focus is to support the progress of these and other clean energy projects in the region, to maximise opportunities and benefits for Pilbara businesses and communities, and for Aboriginal people.

There has been a renewed focus on the economic opportunities in land rehabilitation and land use, particularly for Traditional Owner groups, created by the impending closure of mine sites in the region. This includes new opportunities through native seed production for Aboriginal groups and communities and improved cultural management through Aboriginal Ranger groups.

The cost of housing in the Pilbara continued to rise, with median property prices up 8.5 per cent in June 2023 compared to the 12 months prior. The rental market continued to tighten as the median weekly rent cost increased by more than 10% per week to \$700 in the last 12 months, and the number of properties available for lease fell by over 45% in the same period. The increasing cost of living is impacting on businesses, many of which provide housing or subsidies to attract and retain staff.

Despite the increasing demand for housing stock, activity in the residential construction sector remains low. The cost of residential construction continues to remain high due to competition for building trades and the high cost of materials.

Unemployment in the Pilbara remained low at 1.8 per cent (March 2022) throughout the 2022-23 FY.

From the above information, the Agency can expect and a number of possible impacts on operations including:

- Large investments within the region increasing demand for the Commission services.
- Office space in Karratha becoming tight due to co-location (JTSI, DPIRD and DevelopmentWA).
- Rental growth in the region impacting the Commission's Government Regional Officer Housing (GROH) budget.
- Demand for labour in the Pilbara affecting PDC recruitment and retention, and turnover of staff and board members.
- Increased need to actively manage relationships with the 33 Pilbara Traditional Owner Groups.

Changes in written law

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

Likely developments and forecast results of operations

We are finalising our 2023-25 Strategic Plan which will define our strategic goals for the future, what we will do to achieve them and how we will monitor and report on our progress.

Recruitment for current vacant positions is well underway and we expect to have a full complement of staff going into the second half of 2023.

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

Disclosures and Legal Compliance

Certification of Financial Statements

For the reporting period ended 30 June 2023

The accompanying financial statements of the Pilbara Development Commission have been prepared in compliance with the provisions of the Financial Management Act 2006 from proper accounts and records to present fairly the financial transactions for the reporting period ended 30 June 2023 and the financial position as at 30 June 2023.

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



Carolyn Gibbon
Chief Finance Officer
15 August, 2023



Mr Terry Hill
Chief Executive Officer
15 August, 2023



Mr Tim Larkin
Chairperson
15 August, 2023

Financial Statements

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Statement of Comprehensive Income

For the year ended 30 June 2023

COST OF SERVICES	NOTES	2023	2022
Expenses		\$'000	\$'000
Employee benefits expense	2.1(a)	268	352
Supplies and services	2.3	3,178	2,859
Depreciation and amortisation expense	4.1, 4.2	82	77
Finance costs	6.2	1	1
Other expenses	2.3	15	16
Total cost of services		3,544	3,305
Income			
Other income	3.2	10	6
Total income		10	6
NET COST OF SERVICES		3,534	3,299
Income from State Government			
Income from other public sector entities	3.1	1,063	471
Resources received	3.1	3,001	2,690
Total income from State Government		4,064	3,161
SURPLUS/(DEFICIT) FOR THE PERIOD		530	(138)
TOTAL COMPREHENSIVE INCOME/(LOSS) FOR THE PERIOD		530	(138)

The Statement of Comprehensive Income should be read in conjunction with the accompanying notes, refer [page 51](#).

Statement of Financial Position

As at 30 June 2023

ASSETS	NOTES	2023	2022
		\$'000	\$'000
Current Assets			
Cash and cash equivalents	6.3	1,065	666
Restricted cash and cash equivalents	6.3	313	313
Receivables	5.1	58	2
Total Current Assets		1,436	981
Non-Current Assets			
Restricted cash and cash equivalents	6.3	8	8
Amounts receivable for services	5.2	48	48
Infrastructure, property, plant and equipment	4.1	-	-
Right-of-use assets	4.2	5	16
Total Non-Current Assets		61	72
TOTAL ASSETS		1,497	1,053
LIABILITIES			
Current Liabilities			
Payables	5.3	11	48
Lease liabilities	6.1	5	6
Employee related provisions	2.1(b)	167	202
Total Current Liabilities		183	256
Non-Current Liabilities			
Lease liabilities	6.1	-	13
Total Non-Current Liabilities		-	13
TOTAL LIABILITIES		183	269
NET ASSETS		1,314	784
EQUITY			
Contributed equity	8.9	353	353
Accumulated surplus/(deficit)		961	431
TOTAL EQUITY		1,314	784

The Statement of Financial Position should be read in conjunction with the accompanying notes, refer [page 51](#).

Statement of Changes in Equity

For the year ended 30 June 2023

	Contributed Equity \$'000	Accumulated Surplus \$'000	Total Equity \$'000
Balance at 1 July 2021	353	569	922
Surplus/(deficit)	-	(138)	(138)
Other comprehensive income	-	-	-
Total comprehensive income for the period	-	(138)	(138)
Transactions with owners in their capacity as owners:			
Capital appropriations	-	-	-
Total	-	-	-
Balance at 30 June 2022	353	431	784
Balance at 1 July 2022	353	431	784
Surplus/(deficit)	-	530	530
Other comprehensive income	-	-	-
Total comprehensive income for the period	-	530	530
Transactions with owners in their capacity as owners:			
Capital appropriations	-	-	-
Total	-	-	-
Balance at 30 June 2023	353	961	1,314

The Statement of Changes in Equity should be read in conjunction with the accompanying notes, refer [page 51](#).

Statement of Cash Flows

For the year ended 30 June 2023

	NOTES	2023 \$'000	2022 \$'000
CASH FLOWS FROM STATE GOVERNMENT			
Funds from other public sector entities		1,063	471
Net cash provided by State Government		1,063	471
Utilised as follows:			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee benefits		(344)	(233)
Supplies and services		(246)	(232)
Finance costs		(1)	(1)
GST payments on purchases		(6)	(14)
Other payments		(1)	(16)
Receipts			
GST receipts on sales		4	-
GST receipts from taxation authority		(3)	21
Other receipts		18	10
Net cash used in operating activities		(579)	(465)
CASH FLOWS FROM FINANCING ACTIVITIES			
Payments			
Principal elements of lease payments		(85)	(74)
Net cash used in financing activities		(85)	(74)
Net increase/(decrease) in cash and cash equivalents		399	(68)
Cash and cash equivalents at the beginning of the period		987	1,055
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD	6.3	1,386	987

The Statement of Cash Flows should be read in conjunction with the accompanying notes, refer [page 51](#).

Notes to the Financial Statements

1. Basis of Preparation

The Pilbara 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 6 September 2023.

Statement of compliance

1. These general purpose financial statements have been prepared in accordance with:
2. *The Financial Management Act 2006* (FMA)
3. The Treasurer's Instructions (TIs)
4. Australian Accounting Standards (AASs) – Simplified Disclosures
5. Where appropriate, those **AAS** paragraphs applicable for not-for-profit entities have been applied.

The FMA and the TIs take precedence over AASs. Several AAS are modified by the Instructions to vary application, disclosure format and wording. Where modification is required and has had a material or significant financial effect upon the reported results, details of that modification and the resulting financial effect are disclosed in the notes to the financial statements.

Basis of preparation

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

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

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, as designated as contributions by owners (at the time of, or prior to, transfer) be recognised as equity contributions. Capital appropriations have been designated as contributions by owners by *TI 955 Contributions by Owners made to Wholly-Owned Public Sector Entities* and have been credited directly to Contributed Equity.

Notes to the Financial Statements

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. AASB 1060 provides relief from presenting comparatives for:

- Property, Plant and Equipment reconciliations; and
- Right-of-Use Asset reconciliations.

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 benefits provisions	2.1(b)
Other expenditure	2.3

2.1. (a) Employee benefits expenses

	2023	2022
	\$'000	\$'000
Employee benefits	234	322
Superannuation - defined contribution plans	34	30
Total employee benefits expenses	268	352
Add: AASB 16 Non-monetary benefits	84	77
Net employee benefits	352	429

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

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

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

Notes to the Financial Statements

2.1. (b) Employee related provisions

	2023 \$'000	2022 \$'000
Current		
<u>Employee benefits provisions</u>		
Annual leave	46	56
Long service leave	104	140
Deferred salary scheme	-	3
	<u>150</u>	<u>199</u>
<u>Other provisions</u>		
Employment on-costs	17	3
Total current employee related provisions	<u>167</u>	<u>202</u>
Total employee related provisions	<u>167</u>	<u>202</u>

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

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

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

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

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

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

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

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

Notes to the Financial Statements

2.1. (b) Employee related provisions (continued)

	2023	2022
	\$'000	\$'000
Employment on cost provision		
Carrying amount at start of period	3	2
Additional/(reversals of) provisions recognised	14	1
Carrying amount at end of period	17	3

Key sources of estimation uncertainty- long service leave

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

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

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

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

2.2. Other expenditure

	2023	2022
	\$'000	\$'000
Supplies and services		
Board fees	95	85
Consultants and contractors	-	7
Consumables	5	29
Travel	81	40
Other	(4)	8
Resources provided free of charge by DPIRD(a)	3,001	2,690
Total supplies and services expense	3,178	2,859
Other expenses		
Audit fees	14	-
Building and infrastructure maintenance	-	2
Internal audit fees	-	12
Other expenses	1	2
Total other expenses	15	16
Total other expenditure	3,193	2,875

- a. Support Services provided by Department of Primary Industries and Regional Development to support the Commission in the fulfilment of its statutory functions and obligations under the Regional Development Commission Act 1993. See note [3.1](#) Income from State Government.

Notes to the Financial Statements

Supplies and services expenses are recognised as an expense in the reporting period in which they are incurred. The carrying amounts of any materials held for distribution are expensed when the materials are distributed.

Other operating expenses generally represent the day-to-day running costs incurred in normal operations.

3. Our Funding Sources

How we obtain our funding

This section provides additional information about how the Commission obtains its funding and the relevant accounting policy notes that govern the recognition and measurement of this funding. The primary income received by the Commission and the relevant notes are:

	Notes
Income from State Government	3.1
Other income	3.2

3.1. Income from State Government

	2023 \$'000	2022 \$'000
Income received from other public sector entities during the period:		
Department of Primary Industries and Regional - Development - operational funding	1,063	471
Total grants and subsidies	1,063	471
Resources received from other public sector entities during the period:		
Services received free of charge ^(a)	3,001	2,690
Total resources received	3,001	2,690
Total income from State Government	4,064	3,161

- a. Support Services provided by Department of Primary Industries and Regional Development to support the Commission in the fulfilment of its statutory functions and obligations under the Regional Development Commission Act 1993. See note [2.2](#) Other expenditure

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

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

Notes to the Financial Statements

3.2. Other income

	2023 \$'000	2022 \$'000
Other sundry income	10	6
Total other income	10	6

4. Key Assets

Assets the Commission utilises for economic benefit or service potential

This section includes information regarding the key assets the Commission utilises to gain economic benefits or provide service potential. The section sets out both the key accounting policies and financial information about the performance of these assets:

	Notes
Infrastructure, property, plant and equipment	4.1
Right-of-use assets	4.2

4.1. Property, plant and equipment

Year ended 30 June 2023	Computer Hardware \$'000	Plant and equipment \$'000	Total \$'000
1 July 2022 and 30 June 2023			
Gross carrying amount	37	21	58
Accumulated depreciation	(37)	(21)	(58)
Carrying amount at start of period	-	-	-

Initial recognition

Items of property, plant and equipment costing \$5,000 or more are measured initially at cost. Where an asset is acquired for no cost or significantly less than fair value, the cost is valued at its fair value at the date of acquisition. Items of property, plant and equipment and infrastructure costing less than \$5,000 are immediately expensed direct to the Statement of Comprehensive Income (other than where they form part of a group of similar items which are significant in total).

Subsequent measurement

Property, plant and equipment are stated at historical cost less accumulated depreciation and accumulated impairment losses.

4.1.1. Depreciation and impairment

	2023 \$'000	2022 \$'000
Depreciation		
Plant and equipment	-	1
Total depreciation for the period	-	1

As at 30 June 2023, there were no indications of impairment to property, plant and equipment or infrastructure. All surplus assets at 30 June 2023 have either been classified as assets held for sale or have been written-off.

Notes to the Financial Statements

Finite useful lives

All property, plant and equipment having a limited useful life are systematically depreciated over their estimated useful lives in a manner that reflects the consumption of their future economic benefits. The exceptions to this rule include assets held for sale, land and investment properties.

Depreciation is generally calculated on a straight line basis, at rates that allocate the asset's value, less any estimated residual value, over its estimated useful life. Typical estimated useful lives for the different asset classes for current and prior years are as follows:

- Plant and equipment 10 to 15 years
- Computer hardware 5 years

The estimated useful lives, residual values and depreciation method are reviewed at the end of each annual reporting period, and adjustments should be made where appropriate.

Impairment

Non-financial assets, including items of property, plant and equipment, are tested for impairment whenever there is an indication that the asset may be impaired. Where there is an indication of impairment, the recoverable amount is estimated. Where the recoverable amount is less than the carrying amount, the asset is considered impaired and is written down to the recoverable amount and an impairment loss is recognised.

Where an asset measured at cost is written down to its recoverable amount, an impairment loss is recognised through profit or loss.

Where a previously revalued asset is written down to its recoverable amount, the loss is recognised as a revaluation decrement through other comprehensive income.

As the Commission is a not-for-profit entity, the recoverable amount of regularly revalued specialised assets is anticipated to be materially the same as fair value.

If there is an indication that there has been a reversal in impairment, the carrying amount shall be increased to its recoverable amount. However this reversal should not increase the asset's carrying amount above what would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised in prior years.

The risk of impairment is generally limited to circumstances where an asset's depreciation is materially understated, where the replacement cost is falling or where there is a significant change in useful life. Each relevant class of assets is reviewed annually to verify that the accumulated depreciation/amortisation reflects the level of consumption or expiration of the asset's future economic benefits and to evaluate any impairment risk from declining replacement costs.

4.2. Right-of-use assets

	2023 \$'000	2022 \$'000
Buildings	5	4
Vehicles	-	12
Net carrying amount	5	16

Additions to right-of-use assets during the 2023 financial year were \$nil (2022: \$64,310).

The Commission has leases for vehicles and residential housing.

Notes to the Financial Statements

4.2. Right-of-use assets (continued)

The Commission has also entered in a Memorandum of Understanding Agreements (MOU) with the Department of Finance for the leasing of office accommodation. These are not recognised under AASB 16 because of substitution rights held by the Department of Finance and are accounted for as an expense incurred.

Initial recognition

At the commencement date of the lease, the Commission recognises right-of-use assets and a corresponding lease liability for most leases. The right-of-use assets are measured at cost comprising of:

- the amount of the initial measurement of lease liability
- any lease payments made at or before the commencement date less any lease incentives received
- any initial direct costs, and
- restoration costs, including dismantling and removing the underlying asset.

The Commission has elected not to recognise right-of-use assets and lease liabilities for short-term lease (with a lease of 12 months or less) and low value leases (with an underlying value of \$5,000 or less). Lease payments associated with these leases are expensed over a straight-line basis over the lease term.

Subsequent Measurement

The cost model is applied for subsequent measurement of right-of-use assets, requiring the asset to be carried at the cost less any accumulated depreciation and accumulated impairment losses and adjusted for any re-measurement of lease liability.

Depreciation and impairment of right-of-use assets

Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the underlying assets. If ownership of the leased asset transfers to the Commission at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

Right-of-use assets are tested for impairment when an indication of impairment is identified. The policy in connection with testing for impairment is outlined in note 4.1.1.

The following amounts relating to leases have been recognised in the statement of comprehensive income:

	2023 \$'000	2022 \$'000
Residential accommodation	70	64
Vehicles	12	12
Total right-of-use asset depreciation	82	76
Lease interest expense (included in Finance Cost)	1	1

The total cash outflow for leases in 2023 was \$82,000 (2022: \$77,000).

Notes to the Financial Statements

5. Other Assets and Liabilities

This section sets out those assets and liabilities that arose from the Commission's controlled operations and includes other assets utilised for economic benefits and liabilities incurred during normal operations:

	Notes
Receivables	5.1
Amounts receivable for services	5.2
Payables	5.3

5.1. Receivables

	2023 \$'000	2022 \$'000
<u>Current</u>		
Trade receivables	58	1
GST receivable	-	1
Total current receivables	58	2

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

5.2. Amounts receivable for services (Holding Account)

	2023 \$'000	2022 \$'000
Non-current balance at end of period	48	48

Amounts receivable for services: represent the non-cash component of service appropriations. It is restricted in that it can only be used for asset replacement or payment of leave liability. Amounts receivable for services are financial assets at amortised cost, and are not considered impaired (i.e. there is no expected credit loss of the Holding Account).

5.3. Payables

	2023 \$'000	2022 \$'000
Other payables	1	48
Accrued expenses	1	-
GST payable	9	-
Total current payables	11	48

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

Notes to the Financial Statements

6. Financing

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

	Notes
Lease liabilities	6.1
Finance costs	6.2
Cash and cash equivalents	6.3
Capital commitments	6.4

6.1. Lease Liabilities

	2023	2022
	\$'000	\$'000
Current	5	6
Non-current	-	13
	5	19

At the commencement date of the lease, the Commission recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, the Commission uses the incremental borrowing rate provided by Western Australia Treasury Corporation.

Lease payments included by the Commission as part of the present value calculation of lease liability include:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable;
- variable lease payments that depend on an index or a rate initially measured using the index or rate as at the commencement date;
- amounts expected to be payable by the lessee under residual value guarantees;
- the exercise price of purchase options (where these are reasonably certain to be exercised);
- payments for penalties for terminating a lease, where the lease term reflects the Commission exercising an option to terminate the lease.

The interest on the lease liability is recognised in profit or loss over the lease term so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period. Lease liabilities do not include any future changes in variable lease payments (that depend on an index or rate) until they take effect, in which case the lease liability is reassessed and adjusted against the right-of-use asset.

Periods covered by extension or termination options are only included in the lease term by the Commission if the lease is reasonably certain to be extended (or not terminated).

Subsequent measurement

Lease liabilities are measured by increasing the carrying amount to reflect interest on the lease liabilities; reducing the carrying amount to reflect the lease payments made; and remeasuring the carrying amount at amortised cost, subject to adjustments to reflect any reassessment or lease modifications.

This section should be read in conjunction with note [4.2](#) Right-of-use assets.

Notes to the Financial Statements

6.2. Finance costs

	2023 \$'000	2022 \$'000
Lease interest expense	1	1

'Finance cost' includes the interest component of lease liability repayments, and the increase in financial liabilities and non-employee provisions due to the unwinding of discounts to reflect the passage of time.

6.3. Cash and Cash Equivalents

	2023 \$'000	2022 \$'000
Non-restricted cash and cash equivalents	1,065	666
Balance at end of period	1,065	666
<i>Royalties for Regions Fund Projects Restricted cash</i>		
Regional Grant Scheme	302	302
Local Projects Local Jobs 2016-17	7	7
Community Chest Grants Scheme	4	4
Current restricted cash and cash equivalents	313	313
Non-current restricted cash and cash equivalents		
Accrued salaries suspense account (a)	8	8
Total cash and cash equivalents at end of period	1,386	987

- a. Funds held in the suspense account used only for the purpose of meeting the 27th pay in a financial year that occurs every 11 years. This account is classified as non-current for 10 out of 11 years.

For the purpose of the statement of cash flows, cash and cash equivalent (and restricted cash and cash equivalent) assets comprise cash on hand and short-term deposits with original maturities of three months or less that are readily convertible to a known amount of cash and which are subject to insignificant risk of changes in value.

6.4. Capital Commitments

There are no known capital expenditure commitments, being contracted capital expenditure additional to the amounts reported in the financial statements.

Notes to the Financial Statements

7. Financial instruments and Contingencies

	Notes
Financial instruments	7.1
Contingent assets and contingent liabilities	7.2

7.1. Financial Instruments

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

	2023 \$'000	2022 \$'000
<u>Financial assets</u>		
Cash and cash equivalents	1,386	987
Financial assets at amortised cost (a)	106	49
Total financial assets	1,492	1,036
 <u>Financial liabilities</u>		
Financial liabilities at amortised cost (b)	16	67
Total financial liabilities	16	67

- a. The amount of financial assets at amortised cost excludes GST recoverable from the Australian Taxation Office (ATO) (statutory receivable).
- b. The amount of financial liabilities at amortised cost excludes GST payable to the ATO (statutory payable).

7.2. Contingent assets and liabilities

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

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

There were no contingent assets or liabilities which would affect the Commission at the end of June 2023 (2022: None).

8. Other Disclosures

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

	Notes
Events occurring after the end of the reporting period	8.1
Initial application of Australian Accounting Standards	8.2
Key management personnel	8.3
Related party transactions	8.4
Related bodies	8.5
Affiliated bodies	8.6
Special purpose accounts	8.7
Remuneration of auditors	8.8
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Notes to the Financial Statements

8.1. Events occurring after the end of the reporting period

There were no events occurring after the reporting period date that impact on the financial statements.

8.2. Initial application of Australian Accounting Standards

The following standards are operative for reporting periods ended on or after 30 June 2023:

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

The Commission considers the above standards do not have a material impact on the Commission.

8.3. Key management personnel

The Commission has determined key management personnel to include the members of the accountable authority, senior officers of the Commission and the Minister that the Commission assists. The Commission does not incur expenditures to compensate Ministers and those disclosures may be found in the *Annual Report on State Finances*.

The total fees, salaries, superannuation, non-monetary benefits and other benefits for members of the accountable authority and senior officers of the Commission for the reporting period are presented within the following bands:

Compensation band (\$)	2023	2022
Compensation of members of the accountable authority		
60,001 - 70,000	1	-
40,000 - 50,000	-	1
30,000 - 40,000	-	1
10,001 - 20,000	2	-
0 - 10,000	2	5
Compensation of senior officers (\$)		
250,001 - 300,000	1	-
200,001 - 250,000	1	-
150,001 - 200,000	1	3
0 - 50,000	1	-
	2023	2022
	\$'000	\$'000
Short-term employee benefits	698	608
Post-employment benefits	64	51
Other long-term benefits	51	49
Total compensation for members of the accountable authority and senior officers	813	708

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

Notes to the Financial Statements

8.4. Related party transactions

The Commission is a wholly owned and controlled entity of the State of Western Australia.

Related parties of the Commission include:

- all cabinet ministers and their close family members, and their controlled or jointly controlled entities;
- all senior officers and their close family members, and their controlled or jointly controlled entities;
- other agencies and statutory authorities, including related bodies, that are included in the whole of government consolidated financial statements (i.e. wholly-owned public sector entities);
- associates and joint ventures, of a wholly-owned public sector entity; and
- the Government Employees Superannuation Board (GESB).

Material transactions with other related entities

Outside of normal citizen type transactions with the Commission there were no other related party transactions that involved key management personnel and/or their close family members and/or their controlled (or jointly controlled) entities.

8.5. Related bodies

The Commission had no related bodies during the reporting period.

8.6. Affiliated bodies

The Commission had no affiliated bodies during the reporting period.

8.7. Special purpose accounts

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

8.8. Remuneration of auditors

Remuneration paid or payable to the Auditor General in respect of the audit for the current financial year is as follows:

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

The Auditor General has dispensed with the audit for the years ended 30 June 2023 and 30 June 2022 under section 14 of the *Auditor General Act 2006*.

8.9. Supplementary financial information

- Write-offs:** There were no write-offs during the financial year.
- Losses through theft, defaults and other causes:** There were no losses of public money and public and other property during the financial year.
- Gift of public property:** There were no gifts of public property during the financial year.

8.10. Explanatory statement

The Commission is exempt from TI 945 Explanatory Statement as their Total Cost of Services is below \$10 million for the two most recent consecutive comparative periods.

Pilbara Development Commission Key Performance Indicators

Certification of Key Performance Indicators

For the year ended 30 June 2023

We hereby certify that the key performance indicators are based on proper records, are relevant and appropriate for assisting users to assess the Pilbara Development Commission's performance, and fairly represent the performance of the Commission for the reporting period ended 30 June 2023.



Mr Tim Larkin

Chairperson

15 August, 2023



Mr Terry Hill

Chief Executive Officer

15 August, 2023

Detailed Information in Support of Key Performance Indicators

Relationship to Government goals

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

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

Government goal	Desired outcome	Services
<p>WA Jobs Plan: local manufacturing and production, creating Western Australian jobs and training for the jobs of the future</p> <p>and</p> <p>Growing our communities: protecting our environment with thriving suburbs and regions</p>	Enhancement of the Pilbara Region's economic and social development	<ol style="list-style-type: none"> 1. Facilitation, Coordination and Governance 2. Regional Promotion and Information Services

Key Effectiveness Indicators

The key effectiveness indicator measures the extent to which performance contributes to improved client satisfaction.

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 researcher. 126 stakeholders were identified, comprising of Local, State and Commonwealth agencies, as well as private entities and non-government agencies. A total of 97 completed surveys were obtained from this client contact list (a response rate of 77%), giving a maximum standard error ratio of +/-4.8% at the 95% confidence level.

The primary objective of the research was to obtain information from clients and stakeholders to provide a measure as to whether the Commission has met its primary goal, around the following key areas:

- The Pilbara Development Commission with its focus on regional development, makes a positive contribution to economic and social development of the Pilbara.

The Commission will continue to work towards achieving its targets. A comparison with previous years is summarised in the following table.

Key Effectiveness Indicator	Actual 2020	Actual 2021	Actual 2022	Target 2023	Actual 2023
Client satisfaction that the Pilbara Development Commission is effective in meeting its service objectives.	96%	98%	100%	98%	98%

Key Efficiency Indicators

The key efficiency performance indicators measure the overall efficiency in achieving the desired outcomes. These outcomes are linked to Government goals.

The following efficiency indicators are based on the total operational cost for each of the two service areas, including an allocation of general costs and overheads.

Service 1 - Facilitation, Coordination and Governance

Service Description: Facilitate high level stakeholder group discussion through the Pilbara Dialogue including requirements and strategies for the future development of the region. Coordinate liaison and collaboration between State Government agencies. Develop, implement and review good governance models, particularly in the area of grants management and effective agency operation.

Key Efficiency Indicator	Actual 2020	Actual 2021	Actual 2022	Target ² 2023	Actual 2023
Average operational costs ¹ (excluding grants) per working hour	\$178	\$180	\$189	\$243	\$212

Note 1: Operating cost information is sourced from the Statement of Comprehensive Income comprising net cost of services excluding grants and subsidies.

Note 2: The target cost per hour is an estimated figure based on budgeted expenditure and staffing levels.

Service 2 - Regional Promotion and Information Services

Service Description: Provide and regularly update a range of relevant planning and community information to facilitate and support the sustainable economic and social development of the region.

Key Efficiency Indicator	Actual 2020	Actual 2021	Actual 2022	Target ² 2023	Actual 2023
Average operational costs ¹ (excluding grants) per working hour	\$119	\$120	\$126	\$243	\$141

Note 1: Operating cost information is sourced from the Statement of Comprehensive Income comprising net cost of services excluding grants and subsidies.

Note 2: The target cost per hour is an estimated figure based on budgeted expenditure and staffing levels.

Governance

Key legislation impacting on the Commission

In the performance of its functions, the Commission complies with the following relevant written laws:

- Regional Development Commissions Act 1993;
- 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;
- Minimum Conditions of Employment Act 1993;
- Occupational Safety and Health Act 1984;
- Public Sector Management Act 1994;
- Salaries and Allowances Act 1975;
- State Records Act 2000; and
- State Supply Commission Act 1991.

Shared responsibilities with other agencies

The Commission did not share any responsibilities with other agencies in 2022-23.

Ministerial Directions

No Ministerial directives were received during the financial year.

Other Financial Disclosures

Pricing policies of services provided

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

Capital works

Capital projects incomplete

The Commission did not have any incomplete capital works projects at the end of 2022-23.

Capital projects complete

The Commission did not complete any capital works projects during 2022-23.

Employment and industrial relations

Due to the 2017 Machinery of Government changes, the Chief Executive Officer is the only employee of the Commission.

Staff profile

Positions	As at 30 June 2022	As at 30 June 2023
Full-time permanent	1	1
Full-time contract	0	0
Part-time measured on an FTE basis	0	0
On secondment	0	0
Temporary	0	0
TOTAL	1	1

Staff development

To deliver our vision for the future, the Commission must be resourced with people who are skilled, capable and driven by their passion for the region. We strive to be an employer of choice in order to attract and retain the highest quality talent. Employees are offered a platform to excel in their area of expertise, and opportunities to further develop and broaden their skill set. This means all Commission employees are better placed to achieve their career goals and aspirations and experience the true meaning of job satisfaction.

During the financial year, our staff were supported to complete professional development and training in line with their individual development plan, MyPlan. This included training and courses in project management, finance and procurement.

Our staff are also equipped with the skills required to maintain the health and safety of themselves and their peers.

Workers' compensation

There have been no workers' compensation claims during 2022-23.

Governance Disclosures

Board remuneration

Pilbara Development Commission Board 2022-23						
Positions	Name	Type of remuneration	Period of membership	Term of appointment	Base salary / sitting fees	Gross/actual remuneration
Chair	Tim Larkin	Annual	12 months	3 years	\$63,000	\$60,383
Deputy Chair	Brett Ellacott	Annual & per Meeting	Deputy Chair 10 months; Member 2 Months	3 years	\$5,000 + \$790 full / \$513 half day	\$12,932
Board Member	Sara Slattery	Per Meeting	12 months	4 years	\$622 full / \$403 half day	\$4,503
Board Member	Margaret Bertling	Per Meeting	12 months	3 years	\$622 full / \$403 half day	\$4,906
Board Member	Wendy McWhirter-Brooks	Per Meeting	12 months	1.5 years	\$622 full / \$403 half day	\$9,225
CEO	Terry Hill	N/A	12 months		Nil	Nil
TOTAL						\$91,949

Unauthorised use of credit cards

The Chief Executive Officer of the Commission holds a corporate credit card where their functions warrant usage of this facility. The corporate credit card was inadvertently used for personal parking on one occasion. The matter was not referred for disciplinary action as the Chief Financial Officer noted prompt advice and settlement of the personal use amount, and, that the nature of the expenditure was immaterial and characteristic of an honest mistake.

	2021-2022 (\$)
Personal use expenditure for the reporting period	\$66.00
Personal use expenditure settled by the due date (within 5 working days)	\$66.00
Personal use expenditure settled after the period (after 5 working days)	Nil
Personal use expenditure outstanding at balance date	Nil
Number of referrals for disciplinary action instigated by the notifiable authority during the reporting period	Nil

Government Policy Requirements

Occupational safety, health and injury management

The Commission acknowledges its responsibilities under the Occupational Safety and Health Act 1984 to provide and maintain a safe and healthy environment and exercise a duty of care to ensure employees, clients and visitors to the Commission's workplaces, as far as practical, are not exposed to hazards. The Commission's record of performance against annual performance data requirements are tabled as follows.

Measure	Actual results		Results against target
	2021-22	2022-2023	Target
Number of fatalities	0	0	0
Lost time injury and/or disease incidence rate	0	0	0 or 10% reduction
Lost time injury and/or disease severity rate	0	0	0 or 10% reduction
Percentage of injured workers returned to work:			
(i) within 13 weeks	n/a	n/a	Greater than or equal to 80%
(ii) within 26 weeks	n/a	n/a	
Percentage of managers trained in occupational safety, health and injury management responsibilities	0%	0%	Greater than or equal to 80%

Due to the 2017 Machinery of Government changes, the Chief Executive Officer is the only employee of the Commission. Resources, including staff, are provided by the Department of Primary Industries and Regional Development to enable the Commission to meet its legislative objectives. As such the current number of managers employed by the Commission who are trained in occupational safety, health and injury management is nil.

WA Multicultural Policy Framework

The Commission developed a three-year [Multicultural Plan](#) in February 2021 to support the implementation of the [Western Australian Multicultural Policy Framework](#), which puts into practice the state government's commitment to multiculturalism.

Our plan's priorities are:

- Harmonious and inclusive communities
- Culturally responsive policies, programs and services
- Economic, social, cultural, civic and political participation

We uphold recognition, respect and celebration of multicultural communities and their cultures in a number of ways, including:

- Actively engaging our staff to improve their understanding of the needs of people from diverse cultural backgrounds.
- All Board members have completed training in accordance with Public Sector Commissioner's Instruction 29: Aboriginal and Torres Strait Islander Cultural Awareness Training.
- Providing financial assistance to the Hedland NAIDOC Awards – an Awards program that helps to build mutual understanding and respect between cultures.
- Commission staff attended the launch of the CALD Professional Network, an initiative of the Northwest Multicultural Association WA Inc.
- The Commission is committed to providing goods, services, facilities and employment opportunities that meet the different needs and aspirations of the multicultural communities within the Pilbara. The Commission's Local Content Advisor enhanced and promoted the WA Aboriginal Business Register during the reporting period.

Other Legal Requirements

Expenditure on advertising, market research, polling and direct mail

Expenditure	Organisation	Amount	Total
Advertising	Department of Premier and Cabinet	\$70.91	\$70.91
Market research	N/A	N/A	Nil
Polling	N/A	N/A	Nil
Direct mail	Mailchimp	N/A	\$355.37
Media advertising	N/A	N/A	Nil
TOTAL			\$426.28

Disability access and inclusion plan outcomes

The aim of Disability Access and Inclusion Plans (DAIP) is to make a positive difference to the lives of people with disabilities, their families and carers by focussing efforts to improve access to services, information and facilities. The Commission's DAIP provides an important mechanism for monitoring and evaluating its services to help ensure that it meets the accessibility needs of people with disabilities, their families and carers. As part of the DAIP, an annual action plan is developed with strategies to maximise accessibility. Specific strategies related to the DAIP outcomes continue to be implemented on an ongoing basis and are subject to review.

Compliance with public sector standards and ethical codes

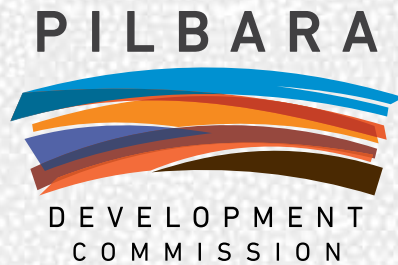
The Commission is listed as a statutory authority on Schedule 1 of the Financial Management Act 2006 and is subject to the provisions of the Public Sector Management Act 1994. The Public Sector Management Act 1994, the Western Australian Public Sector Code of Ethics and the Public Sector Commission's Good Governance for Western Australia Public Sector Boards and Committees inform the Commission's governance.

The Commission operates to a Code of Conduct which identifies personal integrity, relationships with others and accountability as the three guiding principles in accordance with the Public Sector Management Act 1994. The Code of Conduct also includes specific standards that Commission employees adhere to, ensuring best practice conduct and integrity. The Code of Conduct forms part of the Commission's induction program for new staff and is also regularly discussed at staff meetings to ensure all staff remain conversant with policy and requirements.

The Pilbara Development Commission has had no (nil) compliance issues during the financial year regarding the Public Sector Standards, the WA Code of Ethics or its internal Code of Conduct.

Recordkeeping Plan

The Commission's Recordkeeping Plan was endorsed by the State Records Office in 2017, as required under section 19 of the State Records Act (2000). The plan, in the form of a manual, is designed to provide staff working for the Commission with a guide to the organisation's policies, procedures and standards for handling public records. All staff are aware they have a responsibility to create and maintain public records in a manner which not only complies with legislative requirement, but allows for quick and easy location, identification and retrieval of such documents or electronic data.



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