

2. Agency Performance

The Pilbara Blueprint was launched by the Minister for Regional Development in October 2015, heralding a new era of development for the region. Following 18 months of consultation, stakeholder engagement, research and refinement, the resulting Pilbara Blueprint is a roadmap for the future that will see the Pilbara become a region of diversity by harnessing its strengths and investing in its people.

Developed by the region, for the region; the Pilbara Blueprint calls for collaboration between industry, government and the community to achieve a prosperous and sustainable future to 2050 and beyond. The Commission's role in making the vision a reality is to enable the delivery of the nine regional pillars identified in the Pilbara Blueprint that will achieve positive economic and social outcomes for the region:

1. Land access and economic infrastructure
2. Education, training and a skilled workforce
3. People and communities
4. Logistics, engineering and supply chains
5. Innovation and advanced technology
6. Diverse and robust small to medium sized businesses
7. Agriculture and aquaculture
8. Energy
9. Tourism

The \$1.7 billion Pilbara Cities initiative, which has been a primary delivery program of the Commission since 2012, has laid the foundation for the success of the Pilbara Blueprint pillars. Infrastructure and land supply are now meeting the needs of the growing population, and community facilities are providing a higher quality of living for residents. Since 2012, the Commission has managed the delivery of more than 100 Pilbara Cities projects across the region. Significant transformation has taken place in the Pilbara's major regional centres of Karratha and Port Hedland, and more recently Newman has begun to see town centre revitalisation plans become a reality.

Managing the delivery of Pilbara Cities remains a key priority for the Commission, while the Pilbara Blueprint pillars have provided clarity towards the areas of priority development that will see the region's 2050 vision become a reality.

To effectively prioritise and allocate resources to deliver these transformational strategies, the Commission has developed a new *2016-18 Strategic Plan* with four key goals. A summary of the Commission's key achievement under each strategic goal is provided on the following pages.

Strategic Goal 1: A prosperous and diverse economy

To meet the objectives of the Pilbara Cities initiative and the Pilbara Blueprint, the Commission is actively supporting and identifying opportunities that will create diversity within the economy.

The Commission is achieving this strategic goal by:

- working with the region's established industries and businesses to ensure they remain strong economic contributors
- actively identifying, seeking out and attracting investment to the region for new industries and businesses
- ensuring there is a pipeline of land and economic infrastructure to support growth and development
- leveraging government funding for high quality projects

The following key projects and activities were undertaken by the Pilbara Development Commission during the 2015/16 financial year to support the strategic goal of creating a prosperous and diverse economy.

East Pilbara Innovation Centre Port Hedland

Pilbara Cities funding: \$2 million

Total project cost: \$4.33 million

Blueprint pillar: Diverse and robust small to medium sized businesses

The East Pilbara Innovation Centre will deliver a vibrant, co-working space designed to support small business development in the East Pilbara. With the site located in Port Hedland's West End precinct, the innovation centre will be the first of its kind in the Pilbara. Led by the Port Hedland Chamber of Commerce and Industry, the project aims to break down barriers to small business growth by providing a more affordable solution to commercial business space and access to professional development services. Funding for the project was secured through the Pilbara Cities initiative in May 2016, with construction scheduled to commence in early-2017.

Aquaculture WA State Forum

Blueprint pillar: Agriculture and aquaculture

With eight of Western Australia's nine regions identifying aquaculture in their Regional Investment Blueprints, the Pilbara Development Commission, in partnership with the Mid-West Development Commission, led the development and management of the inaugural Aquaculture WA State Forum. Held in May 2016, the Forum investigated WA's under-developed aquaculture industry with speakers from across the country sharing commercial experience, latest research and expertise. The event attracted more than 100 delegates and resulted in an outcomes report that recommends a 10-year plan for the development of a sustainable aquaculture industry in Western Australia. The Forum was a strong example of the regional development portfolio working together for better outcomes for regional WA.

Roebourne Victoria Hotel Restoration

Pilbara Cities funding: \$2 million

Total project cost: \$6 million

Blueprint pillar: Tourism

The historic Victoria Hotel is set to become a symbol of strength and new beginnings for Roebourne, the oldest town in the North West which celebrates its 150 year anniversary in 2016. This project will restore the building to its early 1900s architectural form. Once complete, the Yindjibarndi Aboriginal Corporation will occupy the building to create a tourism and cultural hub for the Roebourne community with retail space, a small business incubator and training facilities. Funding through the Pilbara Cities initiative was announced in March 2016 and construction is set to get underway late-2016.

Red Dog: True Blue Film

Pilbara Cities funding: \$1.25 million

Total project cost: \$12.13 million

Blueprint pillar: Tourism

Since filming of the *Red Dog* prequel, *Red Dog: True Blue*, was completed in May 2015, the Commission's focus has turned to delivering a suite of projects that will maximise the longevity of the *Red Dog* legacy to create positive social and economic outcomes for the region. Four projects are currently in concept development phase and will be delivered in full by 2018. The Commission has also coordinated two speaking opportunities for the film director in the Pilbara to promote the positive aspects of working in the region and the potential for the film to raise the profile of the Pilbara as a place to live, work and visit. The premiere of the *Red Dog: True Blue* film will be screened in the region prior to its national release on Boxing Day 2016.

Pilbara Heavy Haulage Girls Training Institute

Pilbara Cities funding: \$290,310

Total project cost: \$1.34 million

Blueprint pillar: Diverse and robust small to medium sized businesses

Pilbara Heavy Haulage Girls has established a national heavy vehicle driver institute that will cater for both male and female drivers. Funding through the Pilbara Cities initiative has enabled the fit-out and operation of a training centre in Karratha. Making use of the skills and equipment in the mining-dominated region, the Pilbara Heavy Haulage Girls Training Institute will attract students from around the country while also providing more jobs for locals. With funding announced in June 2016, the Institute aims to bridge the gap between drivers obtaining a heavy vehicle license and gaining the experience needed to secure employment.



Pilbara Heavy Haulage Girls | Funding announcement

REMPPLAN Investment Portal

A new digital portal promoting investment opportunities in the Pilbara was developed and launched by the Commission in November 2015. The Pilbara Investment Portal collates investment information and commercial opportunities in a centralised, easy-to-access, online location. The Commission partnered with Compelling Economics to develop the pilot Portal, which will now be available to regions and local governments across the country. It complements the Commission's existing REMPLAN community and economy profiles that are available online. Sixteen projects are currently listed on the Portal, including an eco-tourism development in Millstream National Park, a new retail precinct in Newman and the redevelopment of the Port Hedland International Airport.

Newman Town Centre Revitalisation

Pilbara Cities funding: \$40 million

Total project cost: \$40 million

Blueprint pillar: Land access and economic infrastructure

The Newman Town Centre Revitalisation project supports the diversification and economic growth of Newman to become a town with a permanent population of 15,000. It will also contribute to the diversification of Newman's economy and bolster long term sustainability. In 2015/16, Stage 3 of the \$40 million project continued. The final stage of the revitalisation includes the creation of a vibrant town square with shade structures, seating, public art, landscaping and an outdoor movie screen. Design concepts for Stage 3 were revealed in April 2015, and construction is scheduled to commence in late-2016.



Karratha Water Recycling Scheme

Pilbara Cities funding: \$7.58 million
 Total project cost: \$7.58 million
 Blueprint pillar: Land access and economic infrastructure

The recent growth and expansion of the City of Karratha created additional public open spaces and demand for water resources. Once complete, the new pipeline network and pump stations will distribute recycled water from Karratha’s wastewater treatment plant to irrigate public open spaces, ovals and schools in Karratha. Construction of more than nine kilometres of new pipeline across the City will maximise the distribution of recycled water to keep the community parks and ovals green. The project commenced in October 2015 and is due for completion in September 2016.

Pilbara Water Resource Assessment

Pilbara Cities funding: \$1.5 million
 Total project cost: \$3.5 million
 Blueprint pillar: Agriculture and aquaculture

The Commission partnered with the Department of Water, CSIRO and BHP Billiton to conduct a study into the influence of the Pilbara’s future climate on water resources to assess resources needed to support the growth and diversification of the region’s economy. Released in October 2015, the report considers changes to climate, groundwater dependant ecosystems, identified a wetting trend, and defines the region’s predicted licensed water use by 2042. The information contained in the scientific report provides confidence to current operators as well as potential new investors of secure water resources in the region.

Pilbara Hinterland Agricultural Development Initiative

Pilbara Cities funding: \$12.5 million
 Total project cost: \$12.5 million
 Blueprint pillar: Agriculture and aquaculture

A four-year project in partnership with the Department of Agriculture and Food, the Pilbara Hinterland Agricultural Development Initiative (PHADI) is assessing the potential of irrigated agriculture in the Pilbara utilising surplus mine dewater to assist future development decisions by government and industry. Three years into the project, PHADI continues to collate knowledge, research and data required to determine the feasibility of irrigated agriculture using surplus mine dewater. This project was supported through the Pilbara Cities initiative to support the diversification of the region’s economy by establishing new industries that leverage the Pilbara’s existing resources and infrastructure.



Pilbara Hinterland Agricultural Development Initiative



Karratha City Centre. Image credit: LandCorp

The Quarter Karratha

Pilbara Cities funding: \$66.7 million

Blueprint pillar: Land access and economic infrastructure

Karratha's newest mixed-use development was officially opened in June 2016, supported by \$66.7 million funding through the Pilbara Cities initiative. Part of the Karratha city centre revitalisation, The Quarter boasts 46 service-worker apartments, 6,000 square metres of commercial and retail space in a four-storey building, a car park and new public space. The development brings new commercial space for small businesses in Karratha and affordable housing for those who work in them. More than \$22 million worth of contracts for local jobs were achieved during construction of The Quarter.

Karratha City Centre Revitalisation Stage 2

Pilbara Cities funding: \$101.4 million

Total project cost: \$101.4 million

Blueprint pillar: Land access and economic infrastructure

Due for completion in December 2016, Stage 2 of the Karratha City Centre Revitalisation infrastructure works continue to transform the city centre with modern infrastructure and improved road connectivity. The improvements have enabled the creation of a "main street" by realigning key roads and centralising development projects. Significantly, Stage 2 of the project included the road and infrastructure works surrounding the Karratha Health Campus site to allow construction of the \$207.15 million precinct to commence in late-2016.

Pilbara Underground Power Project Phase 2

Pilbara Cities funding: \$75 million
 Total project cost: \$100.2 million
 Blueprint pillar: Land access and economic infrastructure

Pilbara residents will have access to safer, more reliable power, with the completion of the Pilbara Underground Power project. Work continued on Phase 2 of the project in 2015/16, which will complete the undergrounding of aging overhead powerlines and related infrastructure in Karratha, Roebourne and Onslow. Phase one of the project, completed in 2013, resulted in the complete undergrounding of electrical infrastructure in South Hedland, Wedgefield and approximately 60 per cent of properties in Karratha. The project is designed to dramatically reduce the likelihood of power outages to essential services, regional residents and businesses during and immediately following extreme weather events.



Pilbara Underground Power Project

Boodarie Entrance Road Stage 1

Pilbara Cities funding: \$1.4 million
 Total project cost: \$1.4 million
 Blueprint pillar: Land access and economic infrastructure

Funding through the Pilbara Cities initiative was secured for detailed design and scoping for the construction of the Boodarie Strategic Industrial Area in South Hedland. The new industrial area is expected to attract investment and diversify the economic base of the region by attracting downstream resource processing industries. Once complete, the project will de-constrain strategic land supply and stimulate the required infrastructure to support growth and development of the industrial estate. Stage 1 of the project was completed in July 2016.

ALCES

In 2016, the Commission engaged a team from software consulting firm ALCES to develop a series of future potential economic and community scenarios for the Pilbara region. The software overlaps ecological, social and economic data and presents it in a visual map form that can be used to inform investment decisions for both the government and private sector. The Commission's aim is to be in a position to seize opportunities for economic development and diversification. The ALCES tool will enable the Commission to undertake scenario planning to determine the best approach to economic development for the region. The engagement included an initial scenario that investigates the impact of population growth based on the Pilbara Cities 2035 vision. The final report is expected to be delivered in late-2016.

Strategic Goal 2: Vibrant and sustainable communities

Liveable communities is a core pillar of the Pilbara Cities initiative, which aims to make the region a place people choose to live.

The Commission will achieve this strategic goal by:

- celebrating and promoting the Pilbara's unique attributes and distinctiveness, particularly its rich history, diversity and Aboriginal heritage and culture
- supporting the delivery and access to appropriate level of services for all Pilbara residents
- creating vibrant public places that enable social and cultural exchange and interaction
- promoting the Pilbara as an attractive place to live and work
- leveraging government funding for high quality projects

The following key projects and activities were undertaken by the Pilbara Development Commission during the 2015/16 financial year to support the strategic goal of building vibrant and sustainable communities.

Pilbara Town Based Reserves

Pilbara Cities funding: \$20 million

Total project cost: \$20 million

Blueprint pillar: People and communities

The Pilbara Town Based Reserves project aims to ensure residents of town-based reserves in the Pilbara receive the same services and opportunities as other residents. There are six occupied town-based reserves in the Pilbara with a total of about 320 residents. The Commission is leading this project, in partnership with the Regional Services Reform Unit. Funding for the project was approved by cabinet in 2016. The project is the first implementation of the State Government's new approach to town-based reserves.

Karratha Health Campus

Pilbara Cities funding: \$206.5 million

Total project cost: \$207.15 million

Blueprint pillar: People and communities

The Karratha Health Campus reached another milestone in 2015/16 with earthworks, roads and services to prepare the site for construction completed in June 2016. The site was handed back from LandCorp to the State Government in readiness for construction to commence in late-2016. The single biggest investment in a public hospital ever undertaken in regional Western Australia, the Karratha Health Campus will feature a 40-bed facility including a surgical centre, along with delivery suites and a maternity wing. It will have world-class telehealth infrastructure and local health services such as physiotherapy, speech therapy, occupational therapy, counselling, community mental health and aged care support, brought together in a single health care hub. The Karratha Health Campus will bring a new level of healthcare to Karratha, making it a more attractive place to live and work.



East Pilbara Arts Centre

Pilbara Cities funding: \$3.5 million

Total project cost: \$8.77 million

Blueprint pillar: People and communities

Officially opened in April 2016, the East Pilbara Arts Centre is a first-class gallery, artist working space and event facility that was designed by the Martu people. This project will help support the economic development and continued community growth in the East Pilbara by creating new opportunities for artists. It also brings together indigenous and non-indigenous people to connect, learn and share cultural experiences. Recognised for its innovation and strength of partnerships, the East Pilbara Arts Centre project was a finalist in the 2015 Premier's Awards and the 2016 Institute of Public Administration WA Achievement Awards.

Dampier Community Hub

Pilbara Cities funding: \$6.5 million

Total project cost: \$17.89 million

Blueprint pillar: People and communities

A vibrant new community centre in Dampier was completed in 2016 to meet the increasing demand for community services and facilities. The new centre has a 70-place childcare facility, public library, coffee kiosk, multipurpose meeting rooms and community spaces, and a refurbished community hall. Businesses have also benefited from the construction of the new facility, with 27 local Pilbara businesses engaged during the build, representing 70 per cent of all sub-contractors employed by project builder Pindan Contracting. The Dampier Community Hub is the first project completed under the Pilbara Cities Place Making and Activation Framework.

Health and Community Services Training Centre

Pilbara Cities funding: \$10.4 million

Total project cost: \$12.3 million

Blueprint pillar: Education, training and a skilled workforce

Population growth in the region created a need for more locally-based health workers. Once complete, the Health and Community Services Training Centre in South Hedland will improve facilities at the North Regional TAFE delivering a modern health training facility that will cater to the diverse workforce development needs of the region's health industry. Digital technology will also be utilised to deliver training opportunities across the Pilbara such as skill demonstrations, lectures and simulated learning activities. Construction of the new centre commenced in November 2015, with the project due for completion in early-2017.



St Luke's Performing Arts Centre

Pilbara Cities funding: \$4.69 million

Total project cost: \$4.84 million

Blueprint pillar: Education, training and a skilled workforce

The Performing Arts Centre expansion project at St Luke's College in Karratha got underway this year with the project breaking ground in February 2016. The extension will include new dressing rooms and a green room, making the venue a fully functioning theatre. It will also include a dedicated digital photography laboratory and an astronomy observatory. The project is nearing completion and is expected to open in late-2016.

Electrical Instrumentation Centre of Specialisation

Pilbara Cities funding: \$7.76 million

Total project cost: \$9.5 million

Blueprint pillar: Education, training and a skilled workforce

Located at North Regional TAFE's Karratha campus, the new Electrical Instrumentation Centre of Specialisation will meet the current and future needs of electrical engineering students. The centre will develop a locally-based, skilled workforce by providing an opportunity for students to live and learn where they live. Improving the quality and accessibility of education and training in the region is key to attracting and retaining residents, while also addressing key industry skill shortages. Construction of the new centre commenced in 2015, with the project due for completion late-2016.

Paraburdoo Childcare Centre

Pilbara Cities funding: \$1.5 million

Total project cost: \$4.66 million

Blueprint pillar: People and communities

Local residents in Paraburdoo will soon have access to a modern, purpose-built childcare centre with construction of the new facility nearing completion. The Paraburdoo Childcare Centre will cater for up to 73 children, providing long-term and after-school care, meeting the growing needs of the local community. It will offer children and families with a modern and safe facility, including a landscaped playground and shaded areas. Once complete, the childcare centre will improve accessibility to childcare and out of school care services, attract and retain families in Paraburdoo, and assist parents to enter or re-enter the workforce.

Karratha Arts and Community Precinct

Pilbara Cities funding: \$14 million
 Total project cost: \$56 million
 Blueprint pillar: People and communities

Funding for the Karratha Arts and Community Precinct was announced in May 2016. Once complete, the \$56 million facility will house the only professional standard theatre in the North-West and will deliver a new level of arts and culture for the region. The new centre will contribute to Karratha’s revitalised city centre, boasting a theatre, regional library, outdoor amphitheatre, war memorial and gallery, with the project set to further activate the city’s vibrant new main street. Construction is due to commence late-2016.

E-Learning Pilbara

Pilbara Cities funding: \$4.94 million
 Total project cost: \$4.94 million
 Blueprint pillar: People and communities

The E-Learning education project has delivered improved bandwidth and quality of IT services to ensure primary and secondary students can benefit from new online learning opportunities and technologies. Completed in 2015/16, the project upgraded internet bandwidth, infrastructure and hardware to enhance digital connectivity of public schools in the region. Access to high speed internet has provided new opportunities in web-based learning, video conferencing, virtual education and digital collaboration. Enriching students’ experiences plays a major role in providing lifelong learning in the region by ensuring education opportunities are equitable with metropolitan areas.

Attraction and Retention

Pilbara Cities funding: \$4.88 million
 Total project cost: \$4.88 million
 Blueprint pillar: People and communities

Due for completion in December 2016, the Pilbara Education Partnership Attraction and Retention project was designed to attract and retain high quality staff to the Pilbara to improve educational outcomes. The project has delivered specialist coaching to support teachers within their school, remote training programs to attract teachers to the Pilbara region, and teacher internship programs. Five final year education students from Murdoch University completed internships at Pilbara secondary schools in 2015, with a further two students undertaking regional internships in 2016.



Youth Involvement Council HQ

Pilbara Cities funding: \$2 million
Total project cost: \$11 million
Blueprint pillar: People and communities

Officially opened on 20 June 2016, YIC HQ in South Hedland has allowed the not-for-profit organisation to expand its services to disadvantaged and at-risk youth, particularly for 5 to 10 year olds. The new centre boasts an education centre, workshop and service yard, multi-purpose indoor facility, social enterprise classroom and commercial kitchen.

Pilbara Health Initiative Partnership

Pilbara Cities funding: \$32.9 million
Total project cost: \$38.2 million
Blueprint pillar: People and communities

The Pilbara Health Initiative Partnership was developed in response to the extraordinary resource sector development in the region which significantly increased demand for health services. The partnership began in 2010 and was finalised in June 2016. The program was made up of service delivery programs and infrastructure enhancements across the Pilbara. Examples of this include the employment of additional medical specialists and medical equipment such as the Karratha CT scanner.



CT Scanner | Nickol Bay Hospital, Karratha

Regional Grants Scheme

In 2015/16, the Regional Grants Scheme received a 50 per cent boost to funding, announced by the Minister for Regional Development in January 2016. A total of \$1.67 million was available with proponents invited to apply for funding between \$50,001 and \$300,000. The Commission hosted information sessions around the region to better engage with project proponents and ensure they were informed and aware of application processes and project criteria. A total of 30 projects were submitted for funding, with the eight successful applicants announced in the following financial year. The Regional Grants Scheme provides opportunities for local communities to improve and develop infrastructure and community services in the Pilbara.



Onslow Basketball Complex

Community Chest Fund

A total of \$335,927 in Community Chest funding was allocated by the Commission during 2015/16. This includes the final tranche of funding from the 2015 round, and round one of 2016. The Commission received 40 applications in total in 2016, with the successful projects totalling more than \$1 million in value.

The Community Chest Fund builds capacity in the region by allowing community organisations to prioritise and lead projects in their own backyard. Projects that received funding in the 2015/16 financial year are listed in Table 1.

Table 1: Community Chest Fund 2015 and 2016

Community Chest Fund 2015		
Pilbara Inland Chamber of Commerce and Industry	Karijini Experience	\$20,000
Port Hedland Visitor Centre	Port Hedland Destination Guide	\$18,181
The Charitable Foundation for Books in Homes	Book in the Pilbara	\$7,590
Community Chest Fund 2016		
Cheeditha Group Aboriginal Corporation	Cheeditha Art Glass Enterprise	\$12,985
City of Karratha	150 Roebourne Infrastructure Project	\$50,000
FORM	Infrastructure to support West End Markets	\$33,320
Karratha and Districts Chamber of Commerce and Industry	Pilbara Business Bootcamp	\$32,000
The Business Centre Pilbara	Destination Pilbara	\$46,000
Ngarluma and Yindjibarndi Foundation	Roebourne Community Botanic Garden	\$15,820
Port Walcott Surf Life Saving Inc.	Nipper Boards	\$18,798
Shire of East Pilbara	Newman Town Square Activation	\$38,500
Town of Port Hedland	Tourism Signage	\$27,333
Tom Price Drive In Inc.	Tom Price Drive In Sound Upgrade	\$15,400



Strategic Goal 3: Transformational partnerships

The Commission recognises that collaborative engagement across a range of stakeholders is essential to the success of regional development and growth in the Pilbara. Building partnerships based on mutual trust and respect are critical to the success of the region.

The Commission will achieve this strategic goal by:

- being a trusted partner of choice for regional development
- encouraging thought leadership and out-of-the-box thinking
- collecting, managing and communicating the best available information about the Pilbara and applying it in an evidence-based decision making framework
- being an accessible organisation by ensuring effective communication between staff and stakeholders

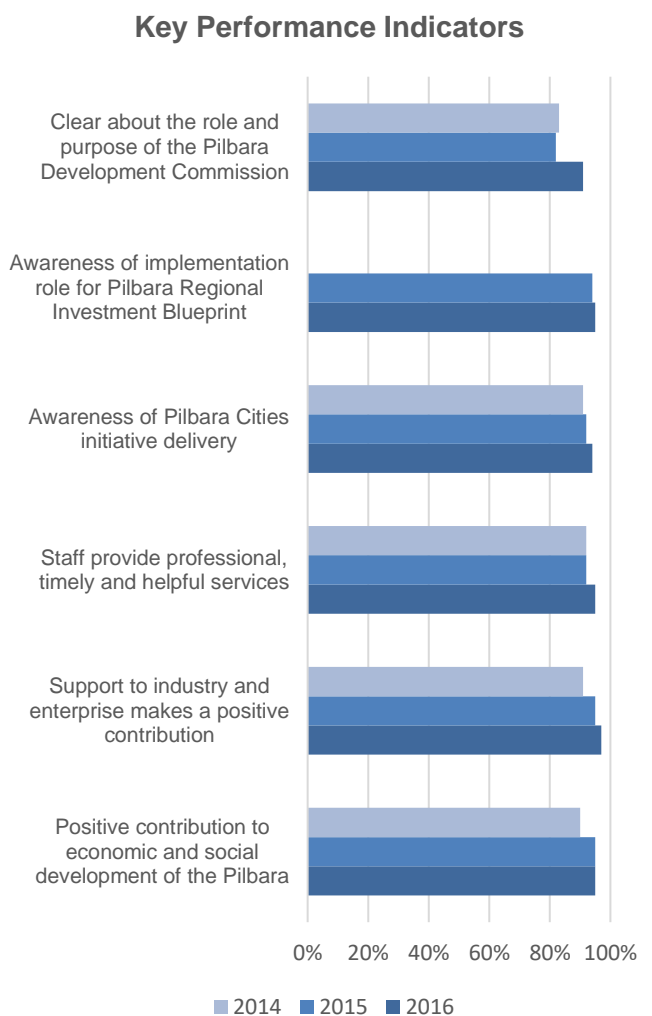
The following key projects and activities were undertaken by the Pilbara Development Commission during the 2015/16 financial year to support the strategic goal of transformational partnerships.

Annual Stakeholder Survey

In the 2015/16 Annual Stakeholder Survey, the Commission scored higher, or the same, in each Key Performance Indicator statement than the previous year. The most significant change was a 9% increase in the number of respondents who are clear about the role and purpose of the Commission. The results against key performance indicators are displayed in the Figure 1.

Outcomes of the survey report will inform future decision making and priorities of the Commission and form a key part of the organisation’s pursuit of excellence.

Figure 1: Annual stakeholder survey results



Website Redevelopment

To ensure effective communication between the Commission and its stakeholders, it was identified that the organisation's existing website required a redesign and information review. The Commission's redesigned website was launched in October 2015, delivering a modern and easy-to-navigate digital presence. The new website includes improved navigation, updated project information and regional information snapshots. The new design better reflects the Commission's current activities and meets the organisation's mission to be a progressive agency. The Commission's website received 20,461 page visits between 1 January and 30 June 2016, 62% of which were new visitors.

Stakeholder Management System

In 2015/16, the Commission commenced the development of a stakeholder management system to improve the organisation's reputation, credibility and value among stakeholders. IT consultancy company SMS Management Technology, was engaged by the Commission to develop and deploy a stakeholder management system using Microsoft Dynamics. The resulting system is a simple, easy-to-use interface that connects organisations, contacts and projects. Staff have the ability to record various activities including phone calls, emails and face-to-face meetings. The benefits of the system include better internal information sharing, improved record keeping and a central reference point for stakeholder information. The project will be deployed in the 2016/17 financial year.



Strategic Communications

In 2015/16, a Strategic Communications Plan was developed for the Commission to deliver consistent and effective communication that supports the vision of the organisation's Strategic Plan. Successful implementation will ensure the Commission's stakeholders are well informed and aware of activities and projects, as well as create meaningful buy-in for the region's future vision. The Plan has been formulated around four communication goals; increase awareness of Commission's role and activities, improve reputation among stakeholders, improve brand recognition, and foster a culture of open internal communication. The Plan sets the strategic direction for the way the Commission communicates and provides a suite of tools for connecting stakeholders with the messages and information relevant to them. Implementation of the plan will commence in July 2016.

Corporate Sponsorship

Thirteen projects shared \$103,100 in corporate sponsorship from the Commission in the 2015/16 financial year. The annual sponsorship program provides opportunities for the Commission to support initiatives that enhance economic and social prosperity in the Pilbara. Sponsorship offers an opportunity to raise the level of awareness of the Commission's brand, and communicate the organisation's messages to its stakeholders. A full list of sponsored events and initiatives from 2015/16 are included in Table 2.



Table 2: 2015/16 corporate sponsorship

Corporate Sponsorship – 2015/16		
CEDA	Future of the Pilbara Forum	\$10,000
City of Karratha	Cossack Art Awards	\$10,000
FORM	Hedland Art Awards	\$10,000
Greening Australia	Ethel Creek Landscape Restoration Forum	\$6,000
Karratha and Districts Chamber of Commerce and Industry	Business Excellence Awards	\$6,000
Nintirri Centre Inc.	2016 Karijini Experience	\$15,000
Onslow Chamber of Commerce and Industry	Visitor and Business Stimulation Project	\$10,000
Onslow Chamber of Commerce and Industry	Business Awards	\$2,000
Pilbara Regional Council	EastxWest Forum	\$12,500
Port Hedland Chamber of Commerce and Industry	Hedland Economic Forum	\$10,000
Port Hedland Chamber of Commerce and Industry	Business of the Year Awards	\$6,000
RDA Pilbara	Jim Diers workshop	\$3,000
RDA Pilbara	Business Breakfast – Jonathan Pain	\$2,600

Strategic Goal 4: Skilled and capable people

To deliver the region's vision for the future, the Commission must be resourced with people that are skilled, capable and driven by their passion for the region. The Commission strives to be an employer of choice in order to attract and retain the highest quality talent.

The Commission will achieve this strategic goal by:

- encouraging, modelling and supporting behaviours, actions and decisions that embody our core values
- seeking opportunities to enhance staff capacity building and promote professional development
- investing in the resources and time required to attract and retain quality talent
- ensuring staff are positioned to apply good governance principles

The following key projects and activities were undertaken by the Pilbara Development Commission during the 2015/16 financial year to support the strategic goal of skilled and capable people.

MyPlan

In 2016, the Commission developed a new approach to staff performance appraisals and introduced MyPlan. The focus of the MyPlan process is prioritising work, reflecting on values based behaviour, and professional development planning. The professional development module of MyPlan follows the 70:20:10 model, whereby 70% of learning comes from on the job training, 20% of learning comes from managers and coaches, and 10% of learning is formal. This model provides a framework for staff to formally build a professional development plan that is reviewed and evaluated regularly.

Staff Training

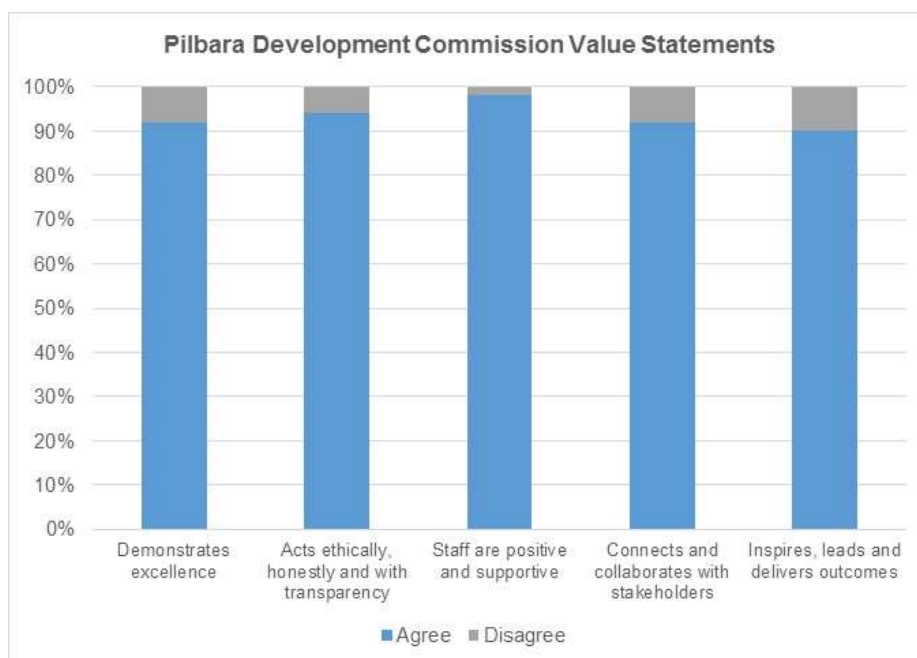
Ongoing staff training and development is critical to building a skilled workforce. During 2015/16, staff attended a total of 29 courses on topics such as Due Diligence, Cultural Awareness and SharePoint training. Where appropriate, the Commission offers group training for topics that apply to a large number of staff. In 2015/16 this included a Ministerial Writing Workshop and Stakeholder Relationship Management training. Creating a culture of continual learning and improvement will enable the Commission to achieve its strategic objectives. Staff MyPlans will form the basis of evaluation of training in the future.

Values Refresh

All Commission staff came together in late-2015 to revisit the organisation’s core values. The Commission’s values are the foundation of its operating culture and were reaffirmed, and in some cases, changed, to meet the expectation of the organisation’s stakeholders. The Commission agreed that “excellence” would be the overarching value, underpinned by four core elements; care, unite, impact, and integrity.

The new values place the Commission in a strong position to deliver its strategic objectives while making a meaningful contribution to its stakeholders, both internal and external. Although only newly adopted, the 2015/16 annual stakeholder survey revealed positive results against the Commission’s performance against its values, with each statement achieving 90% or higher. These results are highlighted in Figure 2.

Figure 2: Annual stakeholder survey results



Report on Operations

Actual Results versus Budgeted Targets

Financial Targets

	2015-16 Target (1) \$000	2015-16 Actual \$000	Variation (2) \$000
Total Cost of Services (expense limit) (sourced from Statement of Comprehensive Income)	7,495	8,196	701 (a)
Net Cost of Services (sourced from Statement of Comprehensive Income)	7,495	8,089	594 (b)
Total Equity (sourced from Statement of Financial Position)	1,773	1,241	(532) (c)
Net increase / (decrease) in cash held (sourced from Statement of Cash Flows)	60	(1,101)	(1,161) (d)
Approved salary expense level	3,860	2,560	(1,300) (e)

(1) As specified in the Budget Statements.

(2) Further explanations are contained in Note 28 'Explanatory statement' to the financial statements.

(a) The increase in the 2015-16 actual Total Cost of Services as compared to the 2015-16 target (\$0.7 million) is predominantly due to an increase in other expenses as a result of the return of funds back to the Department of Treasury (consolidated funding, Study Money and old Regional Grants Scheme cash balances).

(b) The increase in the 2015-16 actual Net Cost of Services (\$0.6 million) compared to 2015-16 target is due to return of funds back to the Department of Treasury (as mentioned above) offset by other revenue (\$0.1 million).

(c) The variation of (\$0.5 million) between the target and actual in Total Equity is attributed to a decrease in the accumulated surplus for the year resulting from the return of funds back to the Department of Treasury.

(d) The variation of (\$1.2 million) in Net increase/(decrease) in cash held is primarily due to return of funds to the Department of Treasury and the use of carryover of RfR funding from 2014-15 for Regional and State-wide initiatives.

(e) The variation of (\$1.3 million) between the target and actual in the approved salary expense level is predominately due to vacancies as part of the Commission's recent restructure and appointment process as well as the Government-wide recruitment freeze.

Financial Targets

	2015-16 Agreed Limit \$000	2015-16 Target (1) / Actual (2) \$000	Variation (2) \$000
Agreed Working Cash Limit (at Budget)	373	434	(61) (f)
Agreed Working Cash Limit (at Actuals)	413	1,515 (g)	1,102 (h)

(f) A higher cash limit than the policy target was approved during the Mid-Year Review process due to the inclusion of the return of funds to the Department of Treasury.

(g) The actual operating working cash held totals \$1.5 million. Specific purpose monies for the RfR Community Chest Fund of \$0.09 million and the Community Foundation Fund of \$0.08 million were also held by the Commission.

(h) The variation of \$1.1 million is mainly due to the underspend in employee benefits due to vacancies that had occurred in 2015-16 as part of the Commission's recent restructure and appointment process as well as the Government-wide recruitment freeze.

Summary of Key Performance Indicators

Outcome: Enhancement of the Pilbara Region's economic and social development	2015-16 Target (1)	2015-16 Actual	Variation (2)
Effectiveness Indicator	90%	95%	5%
Customers satisfied that the Commission is effective in meeting its service obligations.			
Efficiency Indicator Service 1: Facilitation, coordination and Governance	\$221	\$212	\$9 (i)
Average operational costs (excluding grants) per working hour			
Efficiency Indicator Service 2: Regional promotion and information services	\$147	\$142	\$5 (j)
Average operational costs (excluding grants) per working hour			

(i) The variance in Efficiency Indicator Service 1 of \$9 between target and actual for 2015-16 is due to a decrease in operational costs predominately related to employee benefit expenses for 2015-16 as a result of the Commission's recent restructure and Government-wide recruitment freeze.

(j) The variance in Efficiency Indicator Service 2 of \$5 between target and actual for 2015-16 is due to a decrease in operational costs predominately related to employee benefit expenses for 2015-16 as a result of the Commission's recent restructure and Government-wide recruitment freeze.