

Pilbara Development Commission

# Annual Report 2024 - 2025





# Welcome to the Pilbara Development Commission 2024-25 Annual Report

This Annual Report serves as an important tool used to ensure transparency and accountability of the PDC to Parliament, our stakeholders, and our community. It is an account of our activities measured against our government goals, strategic priorities and key performance indicators and provides insight into the emerging challenges and opportunities for the Pilbara region, and the Pilbara Development Commission.

## Formats

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

This report is available in different formats on request. 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 [pdcc@pdc.wa.gov.au](mailto:pdcc@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 (08) 6551 7500 or send us an email to [pdcc@pdc.wa.gov.au](mailto:pdcc@pdc.wa.gov.au)



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# Statement of Compliance

For the year ended 30 June 2025

**HON STEPHEN DAWSON MLC**  
**MINISTER FOR REGIONAL DEVELOPMENT; PORTS; SCIENCE AND**  
**INNOVATION; MEDICAL RESEARCH; KIMBERLEY**

In accordance with section 63 of the Financial Management Act 2006, we hereby submit for your information and presentation to Parliament, the Annual Report of the Pilbara Development Commission for the reporting period ended 30 June 2024.

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 Terry Hill AM**  
Chair  
6 September 2025



**Mr Simon Taylor**  
Chief Executive Officer  
6 September 2025



# 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 licensed this year's Annual Report feature artwork from Spinifex Hill artist Lorna Dawson.

"I dabble in dots. I like to say. Sometimes I paint animals, sometimes I paint Country, sometimes I paint things on Country."



### About the artist

"My name is Lorna Faith Dawson. My Mum is a full blood Aboriginal. My Mum's Father was a Nyamal Lore man. My Mum's Mother was Nyiyaparli woman. My Dad was a white man that was born in Jardee of W.A.

I have 14 siblings. Some have passed away. I was raised in Perth and came back up to Hedland (where I was born), when I was a teenager. I have been in Hedland pretty much since then. I moved away and travelled around a bit, but always came back to Hedland. I am a Mother to 4 wonderful children.

I started volunteering in the studio in 2018 then became an arts worker. For me, I started painting as a personal journey. I picked up a skewer (used for painting dots). It helped me get through some real bad days. I just paint with dots."

ARTWORK TITLE

## Gathering On Country

*The images in this artwork are subject to copyright. The unauthorised use or reproduction is a serious breach of conduct and could be subject to penalties.*



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Image: Karratha city at night  
Credit: Tourism Western Australia



# Overview

*Image: Karijini Eco Retreat  
Credit: Nick Rains Imaging*

## Chair's Foreword

**I am delighted to present the 2024/25 Annual report of the Pilbara Development Commission (the Commission). It has been another very positive year for the region with ongoing growth and diversification of the economy and improving liveability.**

The powerhouse Pilbara continues to grow and increase its importance to both the State and National economy. The GRP has climbed to \$90 billion (up from \$87.2 billion in 2023). Exports from the region are approaching \$150 billion. This equates to 77% of Western Australia's and 50% of Australia's resource and energy exports.

With an investment pipeline exceeding \$250 billion, the region's economic importance will continue to grow. The Commission is committed to fostering an environment conducive to investment to ensure the region remains a globally significant producer and exporter.

Iron ore and liquified natural gas (LNG) continue to dominate the export output of the region. This will continue with significant new projects planned for both sectors. The resource sector is also diversifying with lithium leading the way in volume and value, alongside the development of critical minerals projects.

The region will emerge as a major producer of green energy, large projects are in planning, and some are already in construction. The high priority given by our State government to the activation of the Strategic Industrial Estates in Onslow, Port Hedland and Karratha, will support this green energy future and include new value adding and manufacturing projects. This includes proposals for green iron production, ammonia production and other minerals processing.

The liveability for people in the Pilbara continues to improve. Surveys by local government show a positive trend of people choosing to call the region home, and with no intention to leave. There are opportunities to further improve liveability. This includes working to increase the supply of housing in the region. In addition, the shortage of early learning and childcare places has impacted on attracting and retaining skilled workers.

Aboriginal people represent 19% of the Pilbara's population and on average they earn less than one third of non-Aboriginal households and are six times more likely to be unemployed. To unlock the true potential of the Pilbara we need to ensure all residents benefit from the region's wealth and that they receive the same level of opportunity, quality of life and access to services. This is a priority for the Commission, and with our partners we have a number of initiatives, including the student hostel and 'Safe spaces' initiatives at Newman, directed at addressing this issue.

A fundamental role of the Board is good governance. I am proud to report that the Commission received a Silver Lonnie award at the annual IPAA event, for its 2023/24 Annual report. This achievement which follows awards in the previous two financial years, demonstrates a strong culture of excellence in the team and an ongoing commitment to good governance and integrity. The contribution of the





“

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

Board to reviewing policies, developing, and activating a quality risk framework, and working strongly to the Commissions values, was important to this success. I thank for Board members for their strong contribution and their energy and passion for the region during the year.

Collaboration remains a key driver for success. We are committed to working together with industry, community, and government to deliver transformative projects that make a lasting impact. Through these partnerships, we can overcome challenges, harness collective expertise, and drive innovation for the betterment of our State.

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 lie ahead.

I would specifically like to recognise our outgoing Deputy Chair, Brett Ellacott. Brett has been on our Board for five years and has made a fabulous contribution to a successful five years for the Commission. He has chaired our audit and risk

committee. He has brought a sharp and practical focus to risk and risk management. His energy and knowledge of the region has seen him positively impact on many key decisions, and he has been great to have as my Deputy Chair.

I would like to thank Simon Taylor, our CEO, and the Commission team. They bring a strong focus on delivering positive change, invaluable experience and networks, and enormous drive. Delivering important projects, working across the community and with industry, to be a catalyst for a growing a prosperous Pilbara with ever improving quality of life for residents.

Finally, thanks to our Minister for most of the year, the Minister for Regional Development, Hon Don Punch MLA. Minister Punch was a strong advocate for our region and we appreciated his support in the Commission delivering positive outcomes for the Pilbara.



Terry Hill AM  
Chair  
29 July 2025





**The economic diversification opportunities present in the Pilbara are vital at a State and national level, however, they are not without their challenges.**

## Chief Executive Officer's Report

**The Pilbara continues to be a region of critical State and national economic importance while offering many of the Western Australia's most promising opportunities for large-scale economic diversification. The livability of the region will be a key part of supporting the residential workforce required to seize these opportunities and, in parallel, it is important there are a broad range of pathways for everyone in the region to share in economic success.**

In the 2024 calendar year the Pilbara contributed nearly 70% of the State exports by value and over 35% of the nation's exports. Looking ahead the Pilbara's five Strategic Industrial Areas (SIAs) contain proposed investment estimated at \$110 billion spanning a range of future facing, employment dense projects such as iron and critical minerals processing, ammonia, hydrogen and e-fuels production and oil and gas decommissioning. Projects in these industries leverage the region's strengths in conventional and renewable energy, established infrastructure and world class mineral resources, and have the potential to make a major contribution to decarbonisation both in Australia and beyond.

The economic diversification opportunities present in the Pilbara are vital at a State and national level, however, they are not without their challenges.

The projects in the Pilbara SIAs are very different from the extractive industries which currently dominant the region's economy. These manufacturing and processing projects are characterised by lower margins, greater competition for capital and much higher demands for residential (rather than fly in fly out) workforces. These factors mean development ready industrial land, efficient common user infrastructure and the availability of residential land and housing are critical.

Significant efforts are underway to unlock the opportunities in the SIAs supported by the State

Government's Made in WA Plan and \$1 billion Strategic Industries Fund.

Contributing to these efforts is a top priority for the Commission. Over the last 12 months the Commission has leveraged its networked understanding of the region, strong relationships with traditional owners and economic analytical capabilities to support the Pilbara Energy Transition being led by Energy Policy WA and the initial work on large scale future water supply planning being led by the Department of Water and Environmental Regulation.

The Commission has also continued to play a leading role in building the understanding of the economic case that exists for investment in residential land and housing supply in the region. This has been achieved through a series of economic studies that leverage the Commission's positive relationships with local governments and industry to aggregate data and provide unique insights. In this context the Commission warmly welcomes the recent State, Commonwealth and local government commitments to increase residential land supply in Karratha.

Aligned with this economic agenda the Commission has also made significant progress in its leadership of two significant initiatives during 2024/25.

Multiple rounds of consultation were undertaken with over 90 stakeholders in the region to complete the



concept design of the Clean Energy Training and Research Institute (CETRI), which forms part of the \$140 million Pilbara Hydrogen Hub. A project definition plan will now be finalised in the coming months to enable a State Government decision for CETRI to commence.

The Commission also chaired the Port Hedland Voluntary Buyback Scheme (PHVBS) Steering Committee, comprised of industry and State and local government representatives, and has provided advice to the Minister for Regional Development on the future options for the PHVBS, which will have a vital role in mitigating risks to Australia's largest export port and the community that lives around it.

Local economic diversification has also been a focus of the Commission. This has included progressing the business case with DevelopmentWA for General Industrial land in Newman and establishing agreements with seven new recipients of the Regional Economic Development grants. It has also included a substantial focus on Aboriginal economic development such as the completion of grant agreements with six Aboriginal organisations to support the establishment of seed production areas through the Northern Native Seed Industry Development Initiative (which the Commission leads in partnership with the Kimberley and Goldfields-Esperance Development Commissions) and completion of the business case for a Regional Aboriginal Visual Arts Industry Initiative with the Aboriginal Art Centre Hub Western Australia aimed at improving infrastructure and commercial capacity in regional Aboriginal arts centres across WA.

Improving livability and services in the Pilbara has continued to be a major focus of the Commission over 2024/25 and the Commission is very pleased to have led the work on the \$22 million Pilbara Safe Spaces initiative, which was announced in February 2024. The initiative was co-designed with Aboriginal organisations in Hedland and Newman along with the Department of Communities and is being delivered by local Aboriginal Community Controlled Organisations; jointly funded by BHP and Fortescue. The initiative will support at-risk children who are on the streets at night and provide wrap-around family services to enhance child safety.

Alongside this, the Commission has also made significant progress over the last year towards a revised plan for work on the Irrungadji Town Based Reserve, an evaluation of the Martu Student Hostel and measures to support the resilience and availability of aged care in the East Pilbara. The Commission has also led (in partnership with the Kimberley Development Commission) the development of a Pilbara Kimberley Regional Drought Resilience Plan, which will be implemented in 2025/26.

More broadly the Commission has invested significantly in 2024/25 in deepening its understanding and support for Aboriginal organisations across the Pilbara. This has included working with the Yule River Working Group and the Department of the Premier and Cabinet to enhance government engagement surrounding the Call to Action

as well as efforts to broaden the reach of the Commission's relationships across the region's more than 30 Native Title Prescribed Body Corporates.

The Commission is a small team and the leadership group is continually looking for means to expand our impact. In 2024/25 the Commission made the decision to introduce artificial intelligence to the workforce for the first time via the adoption of Microsoft Copilot. This powerful tool along with a dedicated in-person training program will provide greater leverage of staff capabilities and allow the Commission to further expand its positive impact.

On behalf of the Commission team, I would like to acknowledge the work of Murujuga Aboriginal Corporation (MAC) and its State and Commonwealth Government partners for their tremendous drive in securing the inscription of the Murujuga Cultural Landscape on the World Heritage List, which was in its final stages in 2024/25 (the inscription occurred on 11 July 2025). The inscription recognises the immense ongoing cultural significance of the area, and the Commission looks forward to continuing its work with MAC to progress the tourism and access opportunities that can support its protection and recognition. I would also like to acknowledge the announcement between the Nyamal people and the State Government in August 2024 of the Pilbara's fifth national park, Purungunya National Park, east of Marble Bar. Both these steps continue the important journey of recognising and protecting the region's incredible cultural and natural values and encouraging locals and tourists to expand their understanding of this magnificent region.

I would like to thank our Minister, the Minister for Regional Development, the Hon Stephen Dawson MLC, as well as the Minister for the Pilbara, the Hon Amber-Jade Sanderson MLA, for their extensive efforts to engage widely across the region since commencing in March 2025. I would also like to thank our former Minister for Regional Development, the Hon Don Punch MLA, who has been a strong advocate for many important initiatives across the Pilbara.

Finally, I would like to acknowledge the tremendous effort from the Commission staff and the leadership group of Trish Barron, Michael Heap and Richard Hancock over the past year, whose hard work and ability to collaborate with partners continues to help deliver significant and positive outcomes for the region. I would also like to thank our highly engaged Board, and especially our dynamic Chair, Terry Hill, for their willingness to engage with bold ideas and strive to make the Pilbara an incredible place to live, work and visit.



Mr Simon Taylor  
Chief Executive Officer  
29 July 2025



# Our Region

2,900km  
from Singapore

Pilbara

Australia

1,200km  
from Perth

## The Pilbara

### Four Local Government Authorities

City of Karratha

Town of Port Hedland

Shire of Ashburton

Shire of East Pilbara

### Five National Parks

Karlamilyi National Park

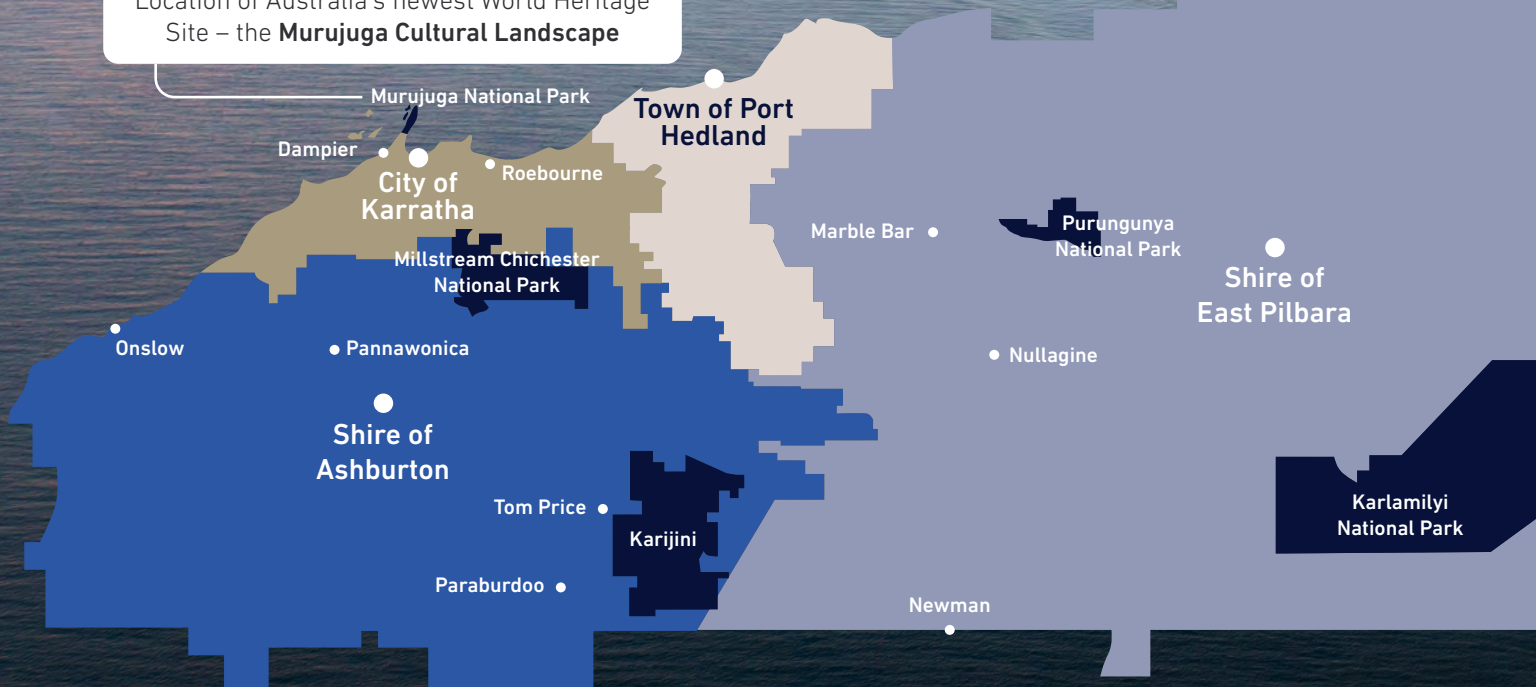
Karijini National Park

Millstream Chichester National Park

Murujuga National Park

Purungunya National Park

Location of Australia's newest World Heritage Site – the **Murujuga Cultural Landscape**



The Pilbara is one of nine regions in Western Australia, well known for its resources and its importance in the WA economy. However, the region is also characterised by ancient landscapes, unique natural attractions, an array of flora and fauna, a mix of coastal and inland communities and is rich in Aboriginal cultural heritage.



## 2024 - 2025



**50,000+**

years of continuous  
occupation



**30+**

Aboriginal language  
groups



**60,746** Estimated  
population in 2024



**19%**

are Aboriginal



**37%**

born overseas



**33**

median age

Estimate residential population per local government area

**8,179**

Ashburton

**10,403**

East Pilbara

**24,716**

Karratha

**17,448**

Port Hedland



**\$89.99 billion**

Gross Regional Product



**\$9.944 billion**

in state royalties



**2.2%**

Unemployment rate



**2,529**

Businesses



**\$129 billion**

2024 value of minerals  
produced



**\$43.7 billion**

2024 value of petroleum  
products



**\$172.7 billion**

Total export value of minerals  
and petroleum



**590,000+**

Karijini National Park visitors  
according to Tourism WA

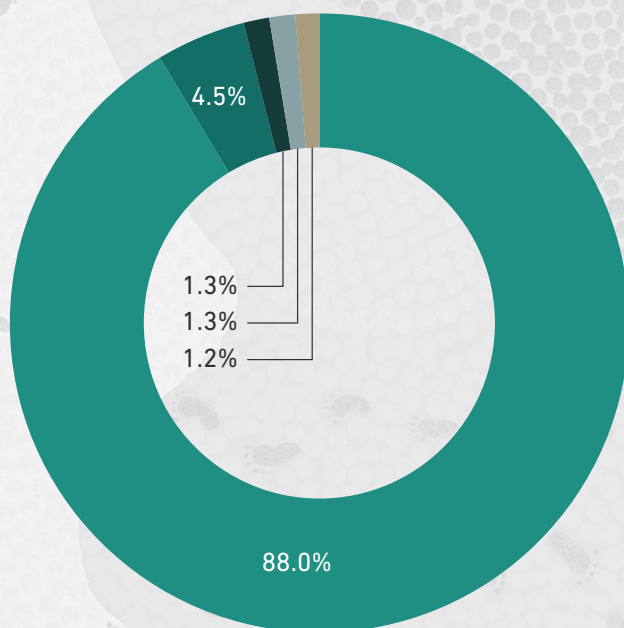
Image: Pilbara sunset  
Credit: DevelopmentWA



# Major Industries in the Pilbara

Industry sectors in Pilbara region ranked by output

## Top 5 Industry Sectors



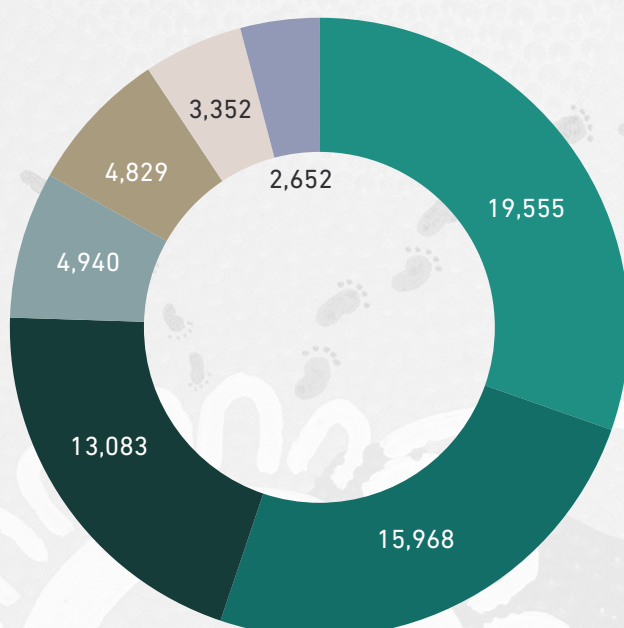
### Industry Sector

\$M

Mining	\$ 110,319.874
Construction	\$ 5,625.996
Transport, Postal & Warehousing	\$ 1,585.254
Manufacturing	\$ 1,574.198
Rental, Hiring & Real Estate Services	\$ 1,512.290

REMLAN (Pilbara region 2024 Release 2)

## Major Mining Employers in the Pilbara



### Employers

Jobs

Rio Tinto	19,555
FMG	15,968
BHP	13,083
Hancock Iron	4,940
Mineral Resources	4,829
Citic Pacific	3,352
Pilbara Minerals	2,652

Source: DEMIRS Data 2024



## 2024-2025 Performance Highlights

Launched Pilbara  
**Safe Spaces Program**

7 Pilbara projects shared in  
**\$1,070,524**  
of RED Grant funding

Provided over  
**\$100k**  
in sponsorship to regional initiatives

Achieved a  
**Silver Lonnie**  
for the 2023/24 Annual Report

Successfully guided the  
**Port Hedland Voluntary Buyback Scheme**  
(PHVBS) toward its next chapter

Delivered a concept design for the  
**Clean Energy Training and  
Research Institute (CETRI)**

Hosted a visit to the Pilbara from the Governor  
of Western Australia, His Excellency the  
**Hon Chris Dawson  
AC APM**

Completed a  
**cumulative  
impact  
assessment**  
that identifies projected  
housing demand in the  
City of Karratha

Attended  
**Onslow's  
100-Year  
Celebration**


Opening of the  
**Spoilbank  
Marina**  
in Port Hedland

Gained over  
**1,000**  
new followers  
on LinkedIn  
in the last  
12 months

**Signed agreements**  
with six Aboriginal businesses to establish  
Seed Production areas across the State

Supported an ever-growing  
**Pilbara Summit,**  
with more than 650 delegates





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

“

***“They provide strong facilitation of local issues between industry, government and community stakeholder groups”***

***“Open, transparent, great leadership and keep me well informed about their priorities and services”***

***“There a lot of great people working at PDC, very friendly & approachable, good source of advice and a good organisation to work with, very accommodating with changes, flexibility is valuable in the Pilbara area”***

***“The way they assist us with our work in collaborating with key industries and stakeholders in the region and also through the provision of key economic data, through the economic snapshots, they are a great conduit to industry in the Pilbara”***

***“The support they provide to help us deliver our projects in the regions through funding & advocacy the information they provide to help us build business cases to show the need for residential, commercial & industrial - the data they collect”***

***“The collaborative engagement between the various organisations and government bodies they work with and also having a local body advocating more broadly than just their local (singular focussed) remit”***

***“Its the accessibility of the staff - their expertise and knowledge, the support they provide us”***

***“Their ability to connect and advocate stakeholders to solve key economic challenges in the region”***

***“Economic view of region and having access to all the reports, knowing they are a reliable source in helping make business decisions. Grant receiver and has made a huge impact on their business”***

***“Their advocacy in that same space between government, non-government & business - the strategic advice in that space - how to operate in that space”***

***“Helped us with coordination and interfacing of the government, Aboriginal Community Controlled Organisations (ACCO's) and ourselves to design and support the ongoing delivery of an important Pilbara program / some of the snapshots and quick tools available to reference, gives us a legitimate tool to benchmark & design our approach to community investment”***

*Quotes taken from anonymous responses to the 2025 Annual Stakeholder telephone survey conducted by Thinkfield.*



Image: Pilbara Landscape  
Credit: Regional Drought Resilience Planning Program





# Operational Structure

Image: Karijini National Park  
Credit: Tourism Western Australia

## 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 WA.

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 WA 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 well-being 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 in collaboration with government, industry and community, facilitating initiatives and projects that enable the Pilbara to continue to be a thriving place to live, work, invest and visit.

By developing and supporting initiatives that align with the Commission's five strategic priorities as listed in our strategic plan, we move towards achieving our vision for the Pilbara of a prosperous, sustainable and economically diverse region.





## 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



## Our Values

The Commission is a values-driven organisation that 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 Priorities

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



Regional  
Liveability



Economic  
development,  
diversification and  
innovation



Aboriginal  
empowerment and  
prosperity



Climate resilience  
and low carbon  
transition



Organisational  
excellence



Scan here to view  
the Commission's  
***Strategic Plan 2023-2025***

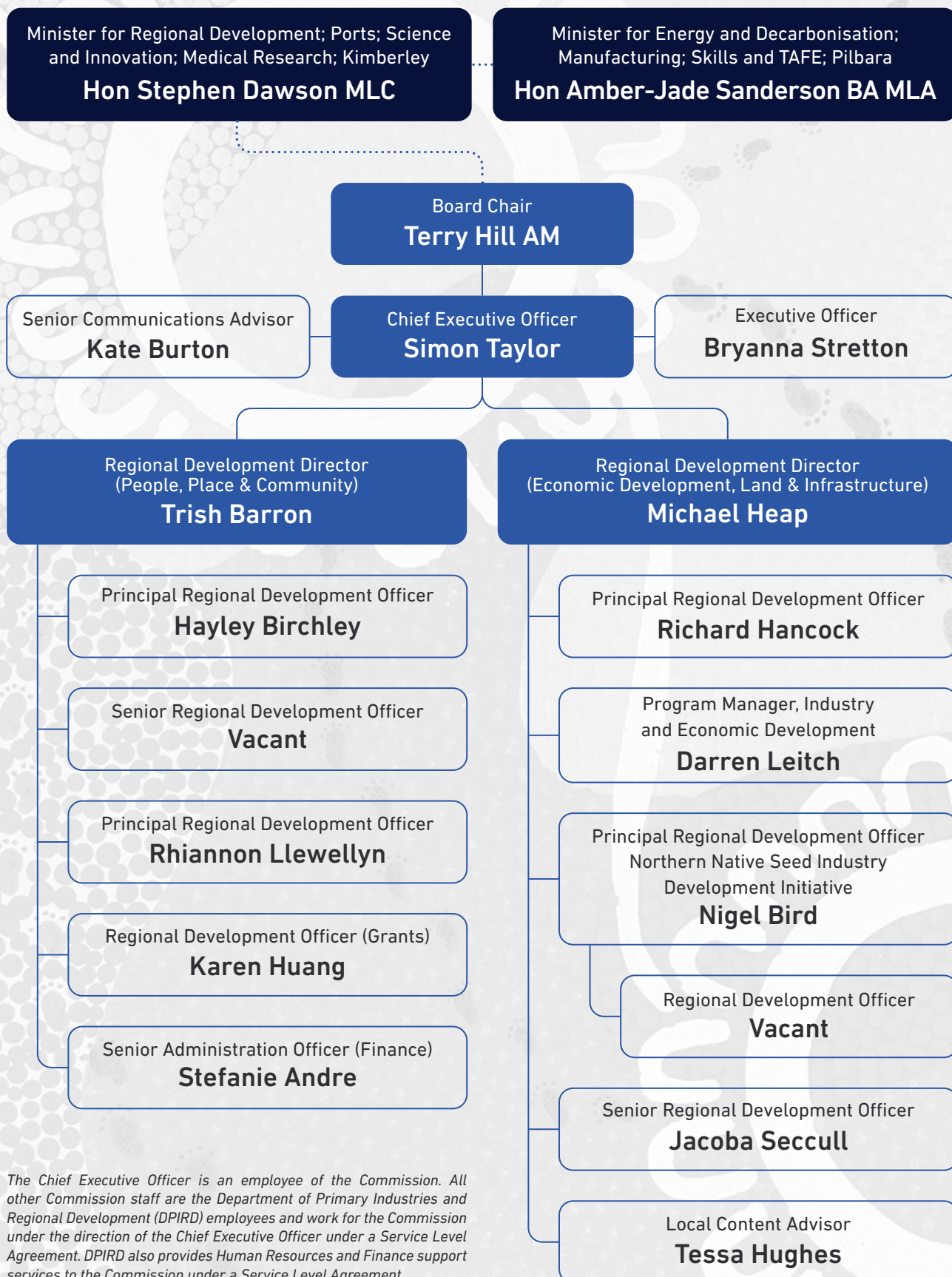
*A summary of our achievements against these strategic priorities is included in the Agency Performance section of this report beginning on page 26.*

*Image: Hamersley Gorge, Karijini National Park  
Credit: Tourism Western Australia*



# Our People

Organisational chart as of 30 June 2025



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



## Responsible Ministers



**Hon Stephen Dawson MLC**

The Commission is responsible to the Minister for Regional Development, the Hon Stephen Dawson MLC. The Minister has the power to direct the Commission, either generally or with respect to a particular matter, on the exercise and performance of its powers, functions and duties under the *Regional Development Commissions Act 1993*.



**Hon Amber-Jade Sanderson MLA**

Minister for Energy and Decarbonisation; Manufacturing; Skills and TAFE; Pilbara

Following the March 2025 state election, the state government appointed ministers to represent each of the state's nine regions. This initiative, introduced by Premier Roger Cook, was to ensure each region has a dedicated voice and advocate. The appointments were part of a broader cabinet restructure to ensure regional needs are addressed at the highest level. As a result, the Commission also reports to the Hon Amber Jade Sanderson, Minister for the Pilbara.

## 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 consists of seven 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. The Commission's Chief Executive Officer is a member of the Board by virtue of office.

Where viable, the Board meets in different towns across the Pilbara enabling them to connect directly with local stakeholders and gain greater insight into the issues and the priorities of the region at a local level.

Five Board meetings were held in 2024-25, in Newman (twice), Perth, Port Hedland and Karratha.

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

<b>Terry Hill AM</b>	<b>5/5</b>
<b>Wendy McWhirter-Brooks</b>	<b>5/5</b>
<b>Daniel Scott</b>	<b>4/5</b>
<b>Simon Taylor</b>	<b>5/5</b>
<b>Brett Ellacott</b>	<b>5/5</b>
<b>Anne Mitchell</b>	<b>5/5</b>
<b>Sara Slattery</b>	<b>1/5</b>



## Current Board Members

### **Terry Hill AM**

**Chairperson**

**Ministerial appointment**

**Term 2023 – 2026**

Terry Hill AM has been Chair of the Commission board since November 2023, previously holding the position of Chief Executive Officer for over eight years. He has held several senior roles in the Western Australian Government, including 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 was 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 Honour's List for his significant service to primary industry, to public administration, and to the agricultural sector. The opportunity to work closely with industry and businesses to 'support their successes' has always been a strong focus in his career. Terry Hill is a passionate, knowledgeable, and committed leader and advocate for the Pilbara, building strong networks and initiating the development of some very significant projects in the region.



### **Simon Taylor** **Chief Executive Officer**

Mr Simon Taylor brings significant leadership experience in regional service delivery, environment and development policy, and large whole of government projects to the Commission, previously serving as the Executive Director of Regional Delivery at the Department of Water and Environmental Regulation in Western Australia, and, prior to that as the Regional Executive Director for the Pilbara with the Department of Communities. Simon also has extensive experience in central government. Simon holds an Executive Masters in Public Administration from Curtin University, which he completed through the Australian and New Zealand School of Government, and Bachelor Degrees in Law and Sustainable Development from Murdoch University.

Mr Taylor is passionate about community engagement and high-impact strategic projects. His leadership in these areas will help foster sustainable regional growth and advance the Pilbara Development Commission's mission. At a personal level, Simon has a passion for living and working in the Pilbara and enjoys the incredible kayaking, diving and other adventures the region has to offer.





## **Sara Slattery**

Community appointment  
Term 2019 – 2025

Ms Sara Slattery is a career practitioner with extensive experience working for employment services and Aboriginal-owned organisations in the Pilbara. She is the Chief Executive Officer of Robe River Kuruma Aboriginal Corporation and 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 – 2025

Mr 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.



## **Anne Mitchell**

Ministerial appointment  
Term 2023 - 2026

Ms Anne Mitchell is a Pitjkarli and Njamal woman, who brings extensive experience to the Pilbara Development Commission Board, as a member of several Aboriginal-organisation boards and inter-agency committees in the Pilbara.







### **Wendy McWhirter-Brooks**

Local government appointment

Term 2022 – 2025

Ms 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 several committees including the Pilbara/Kimberley JDAP Committee, North West and Northern Territory Drought Innovation Hub Advisory Committee, and Chair of the Marble Bar CRC. 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.

### **Daniel Scott**

Local government appointment

Term 2024 – 2026

Currently the Mayor of the City of Karratha, Mr Scott was born and raised in the Pilbara.

He has a strong background in economic development, strategic planning, and community engagement. Mr Scott's commitment to the Pilbara community is shown through his active involvement in local initiatives. His vision for the Pilbara includes its continued economic growth and the enhancement of its liveability and sustainability, building a future where the region is recognised for its dynamic, diversified economy and vibrant community life.





## 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 18.**

All Commission employees demonstrate leadership through their role in supporting and advocating for regional development and growth of the Pilbara through their work and stakeholder engagement.

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



**Mr Simon Taylor**  
Chief Executive Officer

Mr Simon Taylor has been in the position of Chief Executive Officer for nearly two years. He is based in Karratha and travels regularly throughout the region, presenting at industry events, meeting with key industry, Aboriginal and community stakeholders and contributing to regional events. The Commission's Executive Officer and Senior Communications Adviser respond directly to the Chief Executive Officer.

See full profile on page 20.



**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. Ms Barron 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, Michael now leads a team of staff who work to ensure the region grows a diverse and sustainable economy. Michael'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 two goals of 'WA Jobs Plan: Diversifying the WA economy, creating local jobs for the future and Safe, Strong and Fair Communities: Supporting our local and regional communities to thrive.

## 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.

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

<b>Government Goals</b>	<ol style="list-style-type: none"><li>1. WA Jobs Plan: Diversifying the WA economy, creating local jobs for the future</li><li>2. Safe, Strong and Fair Communities: Supporting our local and regional communities to thrive.</li></ol>
<b>Outcome</b>	Enhancement of the Pilbara region's economic and social development
<b>Services</b>	<ol style="list-style-type: none"><li>1. Facilitation, coordination and governance</li><li>2. Regional promotion and information services</li></ol>
<b>Key Effectiveness Indicator</b>	Extent of client satisfaction that the Commission makes a positive contribution to economic and social development of the Pilbara
<b>Key Efficiency Indicator</b>	Average operational costs per working hour

## Changes to outcome-based management framework

The Commission's outcomes, services, key effectiveness indicator and key efficiency indicator in the outcome-based management framework did not change during 2024-25, however, the Commission has refreshed the references to Government goals.



## Shared responsibilities with other agencies

The Pilbara Development Commission operates in collaboration with State and Commonwealth agencies to effectively execute its strategic priorities and cross-government initiatives. The Department of Primary Industries and Regional Development is a key partner in the achievement of our mutual objectives and in management of the organisation. The Commission also worked closely throughout 2024/25 with the Departments of Jobs, Tourism, Science and Innovation, Communities, Planning, Lands and Heritage, Premier and Cabinet, Water and Environmental Regulation, Local Government, Sport and Cultural Industries, Transport, Biodiversity Conservation and Attractions, as well as the Pilbara Ports Authority, DevelopmentWA, Main Roads Western Australia, Horizon Power, and Water Corporation along with other agencies to advance the objectives of the Commission.

The Commission maintains partnerships with the four local governments within the Pilbara, identifying projects and initiatives that can make the region a better place to live, work, visit and invest. The Commission also works closely with Aboriginal and community organisations and service providers throughout the region.

## Workforce inclusiveness statement

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

As part of the 2024 WA Public Sector Census (conducted by the Public Sector Commission) DPIRD staff assigned to the Regional Development Commissions (RDCs) participated in the Census and were asked about their diversity, whether they had shared this information and if not, why. Census results reflect the voices and experiences of the employees who took part in the survey and include assigned staff from across RDCs but are not broken down to individual RDCs.



*Image: Hon Amber Jade Sanderson Minister for the Pilbara and Mr Kevin Michel MLA Member for Pilbara  
Credit: Office of the Minister for the Pilbara*



# Strategic Priority 1

## Regional Liveability

### Overview

The Pilbara is a stunning and unique region. It is home to ancient landscapes rich in Aboriginal cultural heritage including the world's largest collection of rock art engravings (Petroglyphs), which in 2024/25 was in the closing stages of being recognised as the Murujuga Cultural Landscape on the World Heritage List. The region is also characterised by incredible river systems, coral reefs and island chains and diverse flora and fauna.

With its warm climate, variety of coastal and inland towns and friendly communities, the Pilbara region offers attractive options for individuals, families or retirees looking for a vibrant yet relaxed lifestyle in a regional location.

The Pilbara's strong and growing economy means the region offers an abundance of employment opportunities and choices not readily available in other locations. With a range of growing industries including mining, construction, mineral processing, manufacturing as well as arts and culture, tourism, and a strong

nighttime economy, the region is well suited to start or grow a business while providing a high level of liveability.

The Commission is committed to supporting and advocating for high-quality regional living, with modern services and facilities that support strong and thriving local communities.

A focus on small business growth and continuous improvement in the quality of education, health, housing, and community facilities to support people of all ages and abilities in the Pilbara is critical to the ongoing attraction and retention of residents in the region.

The Commission recognises this and is well positioned to advocate and support regional liveability through our partnerships, work, and initiatives. The past year has seen the Commission support a number of initiatives that have facilitated regional liveability and prosperous, thriving communities in the Pilbara.

*Image: Murujuga National Park  
Credit: Tourism Western Australia*





Image: Lo's Cafe Karratha  
Credit: Flying Fox Media

## The State Government's Regional Economic Development Grants contributing to regional liveability and economic diversification.

### Lo's Café Expansion

Lo's Café celebrated the opening of its expanded space in April 2025 by hosting a welcoming community event, showcasing their unique mix of beverages, fusion food, and active engagement with the Karratha community.

Funded by a Round 7 (2024) State Government Regional Economic Development grant, the expansion of the Café's space accommodates an additional 30 guests in air-conditioned comfort. The extended area lays the foundation for an expanded menu and future dinner service, adding to the vibrancy and diversity of Karratha's hospitality sector.

In partnership with two local Aboriginal corporations, Lo's has a training partnership that provides work experience and training to Aboriginal youth and corporation members seeking to expand their skills. Benefits include barista courses, customer service experience, and hospitality industry training opportunities.



Scan the QR Code to hear more on how the RED Grant helped **Lo's Cafe** grow.





## Pilbara Public Art

In partnership with Rio Tinto, the Commission has delivered the *Public Art & Tourism in the Pilbara Strategy*, an ambitious initiative to position the region as a globally recognised cultural tourism destination. The Strategy proposes a Pilbara Public Art Trail which aims to reshape perceptions of the Pilbara, grow the visitor economy, and create enduring economic and cultural outcomes for Aboriginal artists and communities.

The four-year, \$25.9 million proposal will deliver a series of major public artworks across four of the Pilbara's National Parks including: Karijini, Murujuga, Millstream-Chichester and Purungunya (ex-Meentheena). Anchored to the iconic Warlu Way, the Pilbara Public Art Trail will guide visitors through a powerful cultural landscape, sharing stories of ancient geology, environmental richness and the enduring connection of people to place.

Aboriginal-owned Tarruru Pty Ltd was engaged to lead the Strategy development, delivering on the following objectives:

- Develop opportunities for Aboriginal artists and art centres by identifying gaps and growth areas in cultural tourism offerings.
- Position public art as a key driver of cultural identity and regional branding.
- Explore commissioning models, including international artist engagement, to foster cultural exchange and build the capacity of the Aboriginal visual arts industry.
- Leverage Aboriginal Ranger programs for long-term trail management and workforce development.
- Identify commercial tourism products aligned with the public art experience for sale across the park network.

With 82% of WA visitors seeking Aboriginal cultural experiences and strong public support for investment in the arts, conditions are ideal. Learnings from projects like The Giants of Mandurah which attracted 86,000 out-of-region visitors and generated \$64 million demonstrate the catalytic impact of arts-led tourism in regional economies.

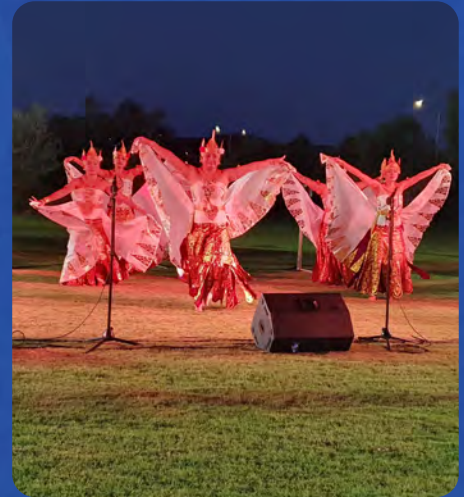
The Strategy is a timely opportunity to deliver the following outcomes:

- New jobs and training pathways for Aboriginal creative and cultural industries
- Increased visitation and deeper engagement with Country, culture and language.
- Elevated profile for the Pilbara through region-wide branding and high-quality cultural experiences.
- Strengthened partnerships with land and heritage management groups.
- Enhanced economic resilience through the growth of the tourism, arts and cultural industries.
- The Commission is committed to supporting initiatives that further economically diversify our economy, growing the arts and culture and tourism industry not only diversifies the economy, but supports regional liveability and Aboriginal empowerment and prosperity.



Images: The Karijini Experience  
Credit: The Karijini Experience





## Multicultural Festival

The annual Northwest Multicultural Festival delivered by the Northwest Multicultural Association is an initiative designed to encourage the Pilbara community to learn about Multiculturalism and embrace diversity.

With 37% of Pilbara residents born overseas (ABS Census 2021), including significant communities from New Zealand (13.1%), England (6.3%), the Philippines (6.4%), South Africa (3.1%), and other nations, the region benefits from the rich cultural exchange that occurs through this festive occasion, strengthening community bonds.

The Pilbara Development Commission's sponsorship of the 2024 Northwest Multicultural Festival is in alignment with our strategic priority of regional liveability. This event celebrates and engages the area's culturally diverse population, likewise, recognising the vital role it plays in filling local workforce needs.

The festival serves as a key platform for cultural expression and social cohesion, featuring traditional performances, cuisine, and arts from diverse communities. In a region where 15% of households speak languages other than English at home, this event provides important opportunities for cross-cultural understanding and integration. These

connections are essential for maintaining an inclusive and welcoming community that attracts and retains residents.

By supporting the Northwest Multicultural Festival, the Commission enhances the Pilbara's appeal as a place to live and work. The event delivers measurable benefits by attracting visitors, supporting local businesses, and improving quality of life through accessible cultural programming. Such initiatives are particularly valuable as the Pilbara experiences steady population growth, helping to ensure the region remains vibrant and resilient.

This sponsorship reflects the Commission's commitment to fostering prosperous and thriving community where cultural diversity is recognised as both a social strength and economic asset.





# Town Based Reserves

*A closer look at how we work to create Regional Liveability*

The Commission continues to deliver the Pilbara Town Based Reserves Project which is aimed at improving socio-economic outcomes for Aboriginal people living on communities located within proximity to a town. With Tjalka Boorda in Hedland and Parnpajinya in Newman completed, our current focus is on finalising the Irrungadji Town Based Reserve (TBR) which is located in the small town of Nullagine.

In contrast to the first two TBRs, Irrungadji residents, who are primarily Martu people, will remain in Nullagine on the community. The Irrungadji Community Aboriginal Corporation holds a long lease with the Aboriginal Lands Trust for the reserve and a number of the residents, and their families have been living on the TBR for many years and wish to remain.



The original Irrungadji Plan was developed in consultation with the residents and was approved by the state government in 2019. It included the construction of five new houses in the Nullagine townsite and the refurbishment of eight properties on the TBR.

However, the delivery of the Irrungadji Plan was interrupted by COVID-19 which restricted travel across regional borders and denied access to remote Aboriginal communities for up to two years. It was also difficult to secure suitable land in the Nullagine townsite to build new houses that was not subject to water inundation during heavy rainfall.

The Commission has reignited its work with the community and Ashburton Aboriginal Corporation (AAC) to renew the Irrungadji Plan. This has involved

several trips by the Commission to Irrungadji to meet with the Chair and Committee of the Irrungadji Community Aboriginal Corporation with AAC, an architect and a modular building company to work with the residents on designs for the new houses which will now be located on the TBR. The tenants have also contributed to the development of the new designs for the upgrade works for the remaining eight houses on the community.

By working with AAC, the Commission is hoping to include training and future employment opportunities for local Aboriginal residents in Nullagine.

Once the delivery of the new the Irrungadji Plan is underway, the Commission will turn its focus to planning the works required to improve the Bindi Bindi TBR which is in Onslow.





# Pilbara Safe Spaces

*A closer look at how we work to create Regional Liveability*

The Pilbara Safe Spaces Program was announced by the former Minister for Regional Development in February 2025 in Port Hedland. It is a first of its kind service for the region, providing a safe environment for vulnerable young children and youth who are on the streets at night and at risk. Led by the Pilbara Development Commission with local Aboriginal Community Controlled organisations, it has been codesigned in partnership with the Department of Communities.

The Pilbara Safe Spaces Program will provide an alternative place for young people where they can access the support and care they need, averting them from antisocial behaviour and the justice system. Initially operating in Hedland and Newman, it will fill a gap in Government and community efforts, including follow up family support and ongoing case management to address the needs of vulnerable children and young people.

Each Safe Space location is a tailored, fit for purpose program developed with locally based ACCOs, Elders and community members to respond to children and young people. It will provide them with a level of attention and wraparound services to support improvements in their future outcomes.

BHP and Fortescue are funding the program for five years through their commitments to the Resources Community Investment Initiative, a major partnership

between the WA Government and the resources sector to support infrastructure, community and social projects to make WA a better place to live.

Pilbara Safe Spaces Program will be delivered in Port Hedland by Julyardi Aboriginal Corporation under the guidance of Hedland Aboriginal Strong Leaders, from a facility in South Hedland leased from the Department of Communities. The Pilbara Safe Spaces Program will be delivered in Newman by Kanyirninpa Jukurrpa with guidance from the KJ Board and in partnership with the Newman Women's Shelter from a facility leased from BHP.

The State Government has funded an Indigenous Healing Service in Newman to support the delivery of the Safe Spaces program. It will support children, young people, adults and families who have experienced and/or been impacted by trauma and be delivered by the Puntukurnu Aboriginal Medical Service Aboriginal Corporation out of the Newman Safe Spaces facility. Mary MacKillop already delivers a healing service in Hedland and will work closely with Julyardi to support the Hedland Safe Spaces Program.

To quote the former Minister for Community Services from February 2024, the Hon Sabine Winton MLA "Better outcomes are achieved for Aboriginal children and families when they are supported by Aboriginal Community Controlled Organisations and informed by local Aboriginal healing practices".



Scan the QR Code to hear more and watch the **Pilbara Safe Spaces official launch**.



*Image: Pilbara Safe Spaces  
Credit: Charismatic Photography*



## Looking Back On Our Impact

*A closer look at how we work to create Regional Liveability*

### Jiji

The Jiji program was initiated in 2016 by Curtin University as a two-year pilot to deliver intensive speech and occupational therapy to young people in the Punmu and Jigalong communities of the Western Desert with the aim of improving Martu children's health and education outcomes.

The factors underpinning the developmental vulnerability of Martu children are a complex interplay of historical, social, cultural, and economic influences. These challenges place Martu children at significant disadvantage at achieving the maximum benefit from their education and establishing a solid foundation for their future.

When the pilot program expired and due to its success, in 2019 the then Minister for Regional Development asked the Commission to prepare a submission for additional funding to extend the program. the Commission worked with the Puntukurnu Aboriginal Medical Service Aboriginal Corporation (PAMS) to develop a new service model to continue the delivery of the program for a further three years, based in Newman and expanding its reach into additional remote Martu communities, including Kunawarritji and Parngurr to work with children, families, and teachers.

Despite a lengthy interruption by COVID-19 and intermittent access to a speech therapist, PAMS Jiji has been a resounding success, providing a more

locally based, holistic approach to addressing the children's needs with access to its remote community clinics and associated health services including WA Country Health Service, Telethon Hearing, World Vision, KJ, Patches, and Tools to Thrive.

Over this period PAMS Jiji achieved milestones against all outputs for the program including delivering allied health services to young children, providing professional development for teachers and engaging Martu families in the Jiji program. It also trained several Martu women in the communities as Regulation Buddies to work with the children to teach them how to regulate their behaviours using different tools including breathing, sitting calmly etc to improve outcomes in both the schools and at home.

The PAMS Jiji Program also delivered workshops and focus groups to discuss "Brain Wangka" to develop 2-way learning including designing brain maps with individual communities with Martu stories and ways of understanding both western centric health ideas with Martu cultural beliefs and practices and creating 40 Martu self-regulation tools through 17 "Brain Wangka's" with community and the Regulation Buddy Field Guide.

In 2024, the Commission was delighted to secure Ministerial approval for additional funding to extend the PAMS Jiji program for a further three years from January 2025 to December 2027.



Images: Jiji program  
Credit: Tarin Dempers





*Image: Cleaverville  
Credit: Tourism Western Australia*



## Strategic Priority 2

### Economic Development, Diversification and Innovation

#### Overview

Economic development and diversification are one of the highest priorities for the Commission. We are working to overcome the barriers opposing the economic diversification of the Pilbara while capitalising on the existing strengths of the resources sector.

The Pilbara economy is dominated by the resources sector, primarily iron ore, oil and gas,

which provide 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: Burrup Peninsula  
Credit: DevelopmentWA*



# Diversifying the Pilbara Economy

## Hedland Economic Forum

As part of our commitment to supporting economic development and diversification in the Pilbara region, the Commission supports and participates in the annual Hedland Economic Forum (HEF), as both a sponsor and guest speaker contributing to its agenda.

Attracting over 350 participants including industry leaders, influencers, business owners and significant mining and resources companies, this event is an important opportunity for businesses to collaborate and discuss local content strategies and partnership frameworks.

The HEF's program covers economic opportunities, regional investment, and community development

which aligns strongly with PDC's strategic priorities. With a full line up of key speakers including PDC CEO Simon Taylor, the event, with its trade stands and key networking opportunities is a significant initiative for the Pilbara Development Commission to network with our stakeholders, build relationships and promote our strategic priorities for the Pilbara region.

This collaborative event aligns with the Commission's commitment to fostering economic growth and diversification through the development of new and existing industries and fostering a culture of collaboration between business partners and sectors, broadening the economic base and encouraging new business to the region.



Images: Hedland Economic Forum  
Credit: Hedland Chamber of Commerce & Industry



## The State Government's Regional Economic Development Grants contributing to regional liveability and economic diversification

The Commission delivered Round 7 of the State Government's Pilbara Regional Economic Development (RED) Grants Program. A total of \$1,070,524 was allocated to seven local business projects, including three Aboriginal Businesses.

### Round 7

- 44 applications submitted; Seven projects funded
- \$1,070,524 total funded
- Supporting three Aboriginal organisations
- 44 FTE within 12-24 months



Image: Minister for Aboriginal Affairs Don Punch, Kevin Michel MLA and Pilbara Development Commission CEO Simon Taylor with RED Grant recipients of Round 7

## Thevenard Jetty

Mackerel Islands Pty Ltd received \$250,000 in funding from Round 5 of the State Government's Regional Economic Development Grants program to progress with the development of a tourism resort on Thevenard Island, which will ultimately feature 25+ eco-cabins, a central restaurant and bar, and eco tents.

Thevenard Island is one of ten islands and atolls making up the Mackerel Islands group. Forty-five minutes by boat from Onslow, Thevenard Island is fringed by coral reefs hosting a diverse array of marine life such as dolphins, turtles, whales and colourful fish.

The completed resort will enable Mackerel Islands to offer 'Outback Ranges to Reef' travel packages to a national and international market combining exclusive accommodation across the region, including Thevenard and Direction Islands, Onslow Beach Resort and Karijini Eco Retreat.



Scan the QR Code to hear more on how the **RED Grant helped develop the Mackerel Islands Thevenard Jetty.**

The project reached a significant milestone in late 2024 with the completion of the Thevenard Island jetty, providing tourists and visitors with a safe and convenient means of coming ashore to enjoy the Island's natural attractions.

The Commission is committed to its continual focus on economic development and diversification, supporting initiatives that improve the regional livability of our communities.



Image: Mackerel Islands Thevenard Jetty  
Credit: Flying Fox Media





Image: Diving tours  
Credit: Pilbara Dive and Tours

## Pilbara Dive and Tours

Pilbara Dive and Tours (PD&T), based in Karratha, offers a variety of boat tours, dive programs and qualifications for local divers and visitors throughout the Pilbara, including in the magnificent Dampier Archipelago. As a PADI certified centre, the business delivers a range of courses from beginner to professional dive levels, discover scuba experiences, shore diving experiences, equipment hire and online equipment sales.

The business has grown significantly over sixteen years, creating a need for another boat to meet the increased demand for its services.

PD&T were successful recipients of a Round 7 RED Grant of \$165,361, administered by the Commission, to enable the purchase of a 7.5m Surveyed Vessel that will accommodate six passengers and two crew.

This addition has allowed PD&T to expand its dive tour experiences and create new employment opportunities within the community. This has included the ability to provide more exciting and diverse diving,

snorkelling and sightseeing adventures. The vessel will enhance the dive tours and provide a more personalised and comfortable experience.

PD&T also delivers Youth Dive Education programs to Aboriginal Students from Karratha and Newman Senior High Schools. The skills acquired have provided students new study and employment pathways previously unknown to them and has led to increased school attendance and engagement for program participants.

In 2023, PD&T began collaborating with Flinders University to train Murujuga Aboriginal Corporation Rangers to become certified divers and assist with submerged archaeological surveys currently being conducted on country.

PD&T has recently added the additional services of breathing air cylinder hydrostatic testing and air quality testing. These services were previously outsourced to Perth.

**The Commission is delighted to support small businesses in our communities and enable economic diversification and development of the region across growing industries.**



# Newman General Industrial Land Business case

*A closer look at how we work to create Economic Development, Diversification and Innovation*

The Shire of East Pilbara remains one of the most productive mining regions in Western Australia. In 2024, the value of minerals extracted from this local government area reached an impressive \$59 billion. Despite this economic strength, Newman—the region's largest population and service centre—still lacks a General Industrial Estate.

Prospective businesses are actively inquiring about general industrial land for uses such as transport and logistics, mining equipment servicing, engineering, and storage. Currently a large amount of mining equipment is transported by road to Perth and back for servicing and repairs.

To address this gap, the Commission, with support from the Shire of East Pilbara and Development WA, secured \$750,000 in 2024 to develop a detailed business case for potential industrial land sites.

Prospective businesses are actively inquiring about general industrial land for uses such as transport and

logistics, mining equipment servicing, engineering, and storage. Currently a large amount of mining equipment is transported by road to Perth and back for servicing and repairs. The establishment of a General Industrial Estate in Newman is expected to cater for companies which wish to service their equipment closer to the mine site and improve their productivity.

During 2024-25, DevelopmentWA made significant progress on the business case. The Karlka Niyiyaparli, Traditional Owners of the land, completed the required ethnographic and archaeological surveys. Consultants have also been appointed to conduct assessments on endemic fauna and power supply requirements.

The final detailed business case is scheduled for completion in late 2025. However, several challenges remain—chief among them, the high cost of land development in regional Western Australia.

# Economic Investment Snapshot

The Pilbara Development Commission (the Commission) plays a vital role in championing the Pilbara region, highlighting its economic significance to both Western Australia and the nation. Through this advocacy, the Commission ensures that the region's contributions are recognised and understood by key stakeholders.

One of the Commission's key initiatives is the annual publication of the *Economic Snapshot*. This snapshot provides valuable insights into the region's economic landscape, helping to inform policy, attract investment, and stimulate informed discussion.

The *Economic Snapshot* focuses on the Pilbara's past and present economic performance, offering a comprehensive overview of key statistics. Notably, the 2024 edition reveals that the Pilbara's estimated

Gross Regional Product (GRP) stood at an impressive \$82.3 billion—accounting for nearly 20% of Western Australia's total GRP. This achievement is particularly striking given that the region is home to just 2% of the State's population.

Such figures underscore the Pilbara's outsized role in driving economic growth, especially through its resource-rich industries and strategic infrastructure. The *Economic Snapshot* serves as a valuable tool for comparing the Pilbara with other regions and fostering a deeper understanding of its economic dynamics.

The *Economic Snapshot* and the Commission's other reports are available on the Commission's website under the Publications section, offering accessible and up-to-date information for stakeholders, investors, and the broader community.





Image: The Shire of Ashburton  
Credit: DevelopmentWA

## Looking Back On Our Impact

*A closer look at how we work to create Economic Development, Diversification and Innovation*

### Local Content

The Local Content Adviser (LCA) Network was established in 2018, with the aim of driving and supporting opportunities for regional businesses to supply to State Government.

LCAs focus on supporting regional businesses by connecting across Government Agencies, industry bodies, and Small to Medium Enterprises so our regional businesses can increase participation in supply chains, grow and diversify, and develop additional capability. The LCAs also work to inform Local Content policy, practice, and research to help strengthen and diversify local economies across our State.

Through collaborative efforts with the five Pilbara Chambers of Commerce and Industry, the Pilbara Aboriginal Business Industry Association and LCA engagement at numerous business networking events, the Commission's Pilbara Capability Register has grown from 572 to 712 businesses in 2024-25.

This register serves as a substantial repository of local business information and capabilities, supporting government procuring agencies and head contractors in securing contracts for local businesses. The Commission is also an active member of each of the Chambers and Aboriginal Business Association in the region. These initiatives reflect the commitment to fostering economic growth and sustaining in the Pilbara community.

Throughout the year, 227 government tender opportunities were communicated to the local content register members.

#### Highlights

**\$237.9m**

WA Government contracts awarded in the Pilbara\*

**\$71.7m**

WA Government contracts awarded to Pilbara-based businesses\*

**\$50.7m**

WA Government contracts awarded to Aboriginal businesses in the Pilbara\*

*\*excluding Government Trading Enterprises*

The Commission is committed to a collaborative approach and will continue to work with our networks throughout the region to better support our stakeholders.





## Supporting Local – Tender Workshops

In early 2024-25, Pilbara Small to Medium Enterprises (SMEs) provided feedback to the Commission's LCA that the WA Government tender processes can be overly complex and time-consuming, creating barriers for submissions. Additionally, anecdotal evidence from government agencies was that many regional suppliers are missing out on winning contracts due to not necessarily understanding some of the basic concepts and compliance requirements of tender submissions.

Consultation with the Pilbara Chambers of Commerce and Aboriginal Business Groups highlighted areas of improvement necessary for enhancing the participation and success rate of regional SMEs in government tenders. These included:

- Improving regional suppliers understanding of Government tender requirements to simplify the process and increase responses.

- Assisting in navigating request documents on Tenders WA.
- Enhancing the quality of bids with a focus on qualitative responses and pricing structures.
- Providing a basic understanding of State government procurement policies.

In order to address the above issues, the Commission funded and initiated a program to deliver five Tender Fundamental Workshops across the Pilbara. The custom-designed workshops were delivered by an external training provider. They focused on equipping SMEs — especially those with little or no experience in government tendering — with the skills needed to write high-quality tender bids for contracts of varying values.

Over a three-month period, five towns were visited – Karratha, Port Hedland, Newman, Onslow and Tom Price. A total of 41 people participated in the workshops.

**“The workshop offered invaluable insights into effective tender writing, essential for any business looking to sharpen their strategic approach.”**



*Images: Tender Workshop Port Hedland  
Credit: Pilbara Development Commission*





Image: Tender Workshop Newman  
Credit: Pilbara Development Commission

“ Really useful—I recently applied what I learned in a live tender.”



Image: Tender Workshop Newman  
Credit: Pilbara Development Commission

“ As this was presented from a local aspect, I thought it was great and related to us here in the Pilbara. Thanks very much.”



Image: Tender Workshop Onslow  
Credit: Pilbara Development Commission

“ I really loved the course. Thanks for bringing the opportunity to Onslow.”



Image: Tender Workshop Karratha  
Credit: Pilbara Development Commission





Image: Bird taking flight  
Credit: Pilbara Development Commission

## Looking Back On Our Impact

*A closer look at how we work to create Economic Development, Diversification and Innovation*

### Tender Relief

Tender Relief was founded in Karratha as an innovative start-up promoting regional enterprises' capacity to benefit from the business and revenue opportunities accessible through competitive tender processes of the government and private sectors.

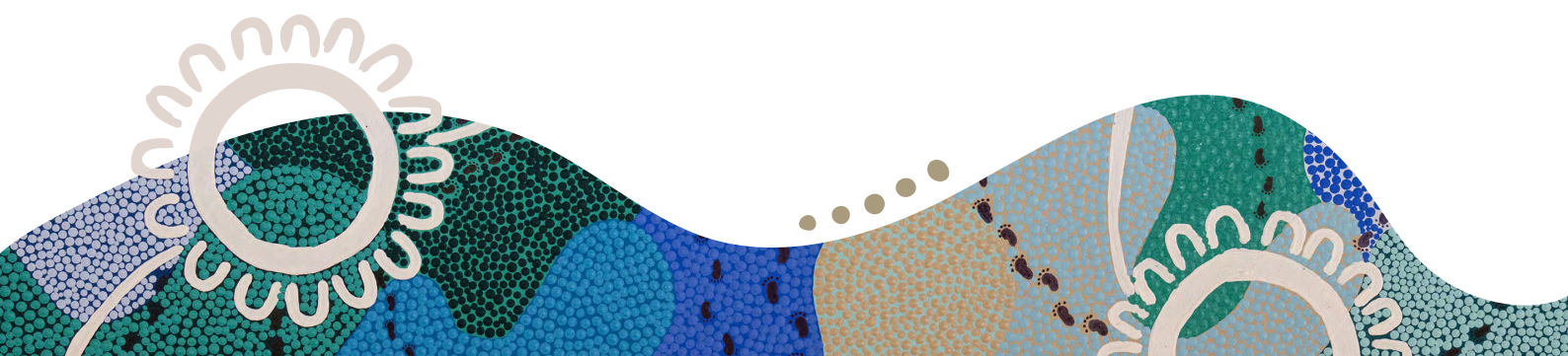
Local access to tender-derived business promotes prosperity, employment, and empowers local businesses to participate in and benefit from the Pilbara's strong economy.

Tender Relief received funding from the State Government's Regional Economic Development Grant Round 4 (2021) to enable the expansion of its services

to online and mobile platforms, offering interactive and educational tools to support quality tender applications.

Online 24/7 availability of the service provides clients with an accessible and affordable way to source expert advice, creating a more level playing field for new, small or remote businesses to compete for tender opportunities.

The establishment of an online service diversifies the local economy, and the reach beyond the region, showcases the potential for a scalable tech start-up to be founded and thrive from the Pilbara.







*Image: Mulla Mulla wildflowers*  
*Credit: DevelopmentWA*



## Strategic Priority 3

### Aboriginal Empowerment and Prosperity

#### Overview

The Commission is committed to our third strategic priority Aboriginal empowerment and prosperity through our work with community, agencies and partners to improve access to critical social and economic enablers for Aboriginal people.

The Commission has a strong focus on establishing strong partnerships to support Aboriginal people and communities in the Pilbara to progress positive outcomes across these targets and to continue to facilitate diverse and enhanced economic opportunities for Aboriginal people and organisations.

The Pilbara is made up of over 30 Aboriginal language groups, representing an estimated 19% of the residential population of the region with the greater percentage living in the East Pilbara area.

As the longest living continuous culture on the planet, Aboriginal people retain their rich connection to culture and country with a growing participation and contribution to the economic development of the region. The PDC is working to celebrate and promote Pilbara's Aboriginal people's unique heritage and culture.

The Commission recognises the right for Aboriginal participation in decision making in matters that affect them and their families. We are committed to maximising opportunities for Aboriginal-owned and led enterprises by delivering transformational projects in the region, alongside Traditional Owners and Aboriginal people, building the capacity and capability of Aboriginal Community Controlled Organisations and supporting improved economic and social development on Country.

*Image: Karijini National Park  
Credit: Tourism Western Australia*



# Regional Aboriginal Arts Investment Initiative

The Commission has led the delivery of a State-wide initiative in partnership with the Western Australia Regional Development Commissions and the Aboriginal Art Centre Hub of WA: the Change end of sentence to: Regional Aboriginal Arts Investment Initiative (RAAII). This transformative, four-year proposal seeks \$67 million investment in infrastructure and commercial development across 31 regional Aboriginal art centres to build a more sustainable, commercially viable and globally competitive Aboriginal visual arts industry across regional WA.

Aboriginal art centres are among the most successful social enterprises in regional and remote WA, supporting over 5,400 artists. They play a dual role generating income and employment while maintaining strong cultural practices and are some of the largest employers of Aboriginal people in their communities. Despite their success, many face infrastructure, workforce and market access limitations that constrain growth and long-term sustainability.



Image: Hon Chris Dawson, the WA Governor, at the Make It Real arts investment launch  
Credit: Pilbara Development Commission

This Initiative is a coordinated, sector-wide response to those challenges. It proposes to modernise and expand the capacity of the 31 Aboriginal art centres currently operating across WA, while supporting emerging and new start-up centres in regions. With a strong focus on both infrastructure and commercial development, the Initiative targets four priority areas:

1. Workforce development training, staff retention and artist career pathways
2. Infrastructure upgrades safe, fit-for-purpose creative and operational spaces
3. Market access entry and expansion into national and international markets
4. Business development & ecommerce greater commercial performance and online capability

Key activities in 2023-24 included:

- A sector-wide audit and feasibility study assessing infrastructure and workforce requirements.
- Development of high-level costings and investment priorities to support commercial outcomes.
- Market analysis identifying trends, emerging global opportunities, and barriers to international trade. The global art market trade is currently \$65 billion.
- Cross-sector data analysis demonstrating the growing impact of the Aboriginal visual arts sector on tourism and regional economies.

WA's Aboriginal visual arts industry continues to show strong growth, with 13,000 artworks produced and \$11 million in sales recorded in 2024-25. One in 10 Aboriginal and Torres Strait Islander people earn meaningful income from visual arts and crafts. Meanwhile, of the \$80 consumer merchandise market, non-indigenous authored products were estimated to reach \$54 million, further underscoring the need to strengthen authentic market offerings and protections.

By fostering collaboration across agencies and aligning with peak bodies such as the Aboriginal Art Centre Hub of Western Australia (AACHWA), the Regional Aboriginal Arts Investment Initiative positions WA as a national leader in Aboriginal arts enterprise development. This initiative will not only enhance cultural and economic outcomes for Aboriginal communities, but also help diversify regional economies, grow tourism potential, and build global market engagement.



Image: Water carrier sculpture by Bobbi Lockyer and Skye Lockyer at Spoilbank Marina. Credit: FORM



## Wedgefield Office Acquisition and Installation

Martuku Watkamutiku Pty Ltd was established by the Jamukurnu Yapalikurnu Aboriginal Corporation (JYAC), to create employment and build wealth for Martu people.

The Martu communities span the Western Desert area of the Pilbara and include Jigalong, Parnngurr, Punmu and Kunawarritji.

A tangible presence in the Pilbara is a key element of Martuku Watkamutiku Pty Ltd positioning to contract to resources companies and government, for projects in earthworks, labour hire, airfield services, building and maintenance, transport, mine site maintenance, and training.

Securing this work enables training, apprenticeships, and employment opportunities for Martu people, which flows on to benefits for the broader community.

A Round 7 (2024) State Government Regional Economic Development grant of \$150,000 will be used to install an office at Martuku Watkamutiku Pty Ltd 's Wedgefield (Port Hedland) premises. The new office will support employee onboarding, producing resumes, training and administration for Martu employees.

## Martu Hostel Evaluation

Education is a fundamental human right and an important building block in the development of children and broader society. It is linked to economic and social wellbeing and positive health behaviours.

Many Aboriginal students, particularly from regional, and very remote areas, experience significant educational disadvantages with poor educational outcomes impacting their wellbeing and future employment prospects. Many Martu people live in communities in a very remote area of the eastern Pilbara.

In 2013, Jamukurnu-Yapalikurnu Aboriginal Corporation (JYAC) leadership developed the Martu Education Strategy (MES) aimed at improving education outcomes as a priority. This was in recognition that Martu people largely missed out on jobs and business opportunities associated with the mining boom in the early 2000's due to limited formal education.

Over the years, small numbers of remote Aboriginal students have boarded at schools which are significantly remote geographically, culturally and socially from their own home environments. The retention rates for these students are generally poor due to a range of reasons, particularly being distant from Country and family.

The MES included the need for a boarding school/residential facility located closer to Country to support greater participation and achievement in secondary education and in 2020, the Commission funded a feasibility into the establishment of a residential facility for Martu students in Newman as the preferred location due to its proximity to Martu Country and feeder communities.

The State Government allocated \$4 million from the WA Recovery Plan funding towards the project to establish the Martu Student hostel in Newman.

Since its commencement in July 2022 with an initial two young students from Jigalong, eight more students from remote communities have taken the opportunity over time to access secondary schooling and vocation programs through the Hostel. This includes one Year 12 students completing secondary school in 2024.

The operational costs of the Hostel have increased over time with the attraction and retention of the most appropriate and skilled staff into Newman being a significant factor. In 2024 the Commission secured an additional 12 months of operational funding for the Martu Student Hostel. The Commission has also funded an evaluation of the Martu Student Hostel program to consider areas of improvement to support future funding submissions.



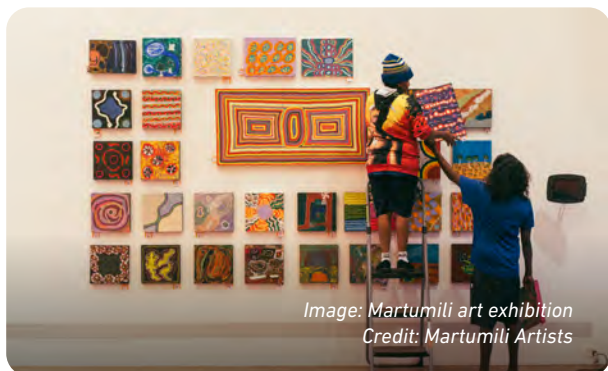
Images: Martu Hostel, Newman  
Credit: Pilbara Development Commission



## Make It Real: Ethical Product Development and Commercial Innovation

The Commission has supported Stage Five of Make It Real, a product development initiative led by the Aboriginal Art Centre Hub of Western Australia (AACHWA), the peak body for regional and remote Aboriginal art centres in WA. Delivered with funding from the Regional Economic Development (RED) Grant program, this project is focused on building ethical, self-determined commercial opportunities for Aboriginal art centres.

Make It Real directly addresses long-standing issues in the Indigenous product market, including unethical reproduction practices and limited access to scalable, sustainable income streams. The project empowers Aboriginal art centres to respond to growing consumer demand for authentic products while maintaining the integrity of their fine art brands.



Stage Five of the project delivers several key innovations:

### Implementation of two product supply chains

A simple and complex product stream, tailored to the capacity and scale of individual art centres.

### Scoping of a sector-led umbrella brand

Supporting a collective tourism and product development identity that protects intellectual and cultural property.

### Integration of barcoding technology

Designed to track product authenticity and connect consumers directly to the originating art centre.

### E-Commerce capability building

Including the appointment of a dedicated e-commerce manager, new website development, and digital retail systems to enable online sales.

The pilot phase is being delivered in partnership with six Aboriginal art centres including two from the Pilbara, removing technological and operational barriers to product development. It will enable artists and art centres to create new, ethically licensed consumer products and access broader retail markets through both online and physical shopfronts.

### The projects activities include:

- Product prototyping
- Consultant and audit support
- Development of secure digital infrastructure
- Testing of the umbrella company model for broader sector use

Make It Real presents a transformative opportunity for the Pilbara region by significantly increasing the value of Aboriginal arts to the local economy and unlocking long-term commercial potential. If successful, the barcoding and supply chain systems piloted in the Pilbara will be scaled to benefit Aboriginal art centres across Western Australia.



# Northern Native Seed Industry Development Initiative

*A closer look at how we work to create Aboriginal Empowerment and Prosperity*

Mining companies require vast quantities of native seed to meet their post-closure revegetation obligations and their demand for native seed is outstripping supply. As a result, remnant plant communities are coming under increasing pressure. The Northern Native Seed Industry Development Initiative (NNSIDI) will support the creation of new and innovative seed production enterprises throughout the Pilbara, Goldfields-Esperance, and Kimberley regions in Western Australia. The use of seed production areas in the industry has the potential to be a viable alternative to the current practice of wild harvesting and boost economic development throughout regional Western Australia.

The Cook Government has committed a total of \$4.4 million to support the production of native seed for land restoration across regional WA.

In March 2024, after nearly two years of extensive consultation, the Northern Native Seed Grant round commenced. Sixteen grant applications were received from the participating Pilbara, Goldfields, and Kimberley areas. From these, six applicants were successful in receiving grant funding of up to \$350,000 to operate native Seed Production Area (SPA) trial sites.

## Grant Recipients

### Pilbara

- Budadee Aboriginal Corporation
- Guma Wagagu Australia Pty Ltd

### Goldfields

- Mantjiljarra Yulparirra Pty Ltd
- MN Development Corporation Pty Ltd

### Kimberley

- Bidan Aboriginal Corporation
- Mibala Burru Aboriginal Corporation

## Bringing people together

Early 2025 saw representatives from each of the successful SPA trial sites join the NNSIDI Project Team in an immersive Native Seed Industry familiarisation experience, hosted across a variety of locations.

Launching at Kings Park with a welcome to country and dinner on Whadjuk Noongar Boodjar the grant recipients and project officers embarked on a week of industry workshops facilitated by Greening Australia, Dr Markus Mikli from Revegetation Industry Association of WA, Kings Park Native Seed Centre and Curtin University's Native Seed Technology and Innovation Hub.

The participants came away from the experience with new knowledge and also importantly, new relationships with industry experts to support them moving forward with their projects.

Heading into 2025-2026, NNSIDI Seed Production Area trial site planning and construction operations will continue across the three participating regions.





Image: Markus workshop demo



Image: Jarrega Seed Production Area



Image: Kings Park Potting Shed

“...our visit to Curtin [University] – what can I say – fantastic, mind blowing, the technology used and the offer of support from everyone involved. What a great way to finish our visit to see what and how others do regarding native seeds.”

**Tina McMahon** - Bidan Aboriginal Corporation (NNSIDI Grant recipient)



Image: Kings Park shade house misters



Image: Markus Workshop

“...the Greening Australia/Seed X production area was an eye-opening experience on how seed production areas can be set up. It inspired us and also gave us a sense of appreciation that we are not alone...”

**Kado Muir** - MN Development Corporation (NNSIDI Grant recipient)





Image: Ranger vehicle convoy at the Onslow training camp  
Credit: Pilbara Ranger Network

## Looking Back On Our Impact

*A closer look at how we work to create Aboriginal Empowerment and Prosperity*

### Pilbara Ranger Network

The Pilbara Ranger Network (originally known as Pilbara Cultural Land Management Project PCLMP) represents a powerful coalition of ten Aboriginal Corporations working together to care for country and culture across the region. By uniting and supporting ranger teams through shared knowledge, resources, and collaborative opportunities, the network enables cultural land management activities to be undertaken at scale throughout the Pilbara.

The PCLMP was first developed in 2019, supported by the Commission as a response to the Pilbara Creative and Cultural Strategy which highlighted Cultural Land Management as a priority area, with land tenure and land management presenting significant opportunities and challenges for Pilbara Traditional Owners. This initiative's success is forged of a robust model of partnership between government agencies, non-profit organisations, private sector entities, and Aboriginal communities.

By uniting Aboriginal ranger groups across the region, the Pilbara ranger network has significantly strengthened relationships across the region and

improved collective capacity to engage with stakeholders. It has also served as a platform for Traditional Owners to shape policies and lead large-scale conservation and land management programs, aligned with cultural values.

The PCLMP has forged impactful partnerships across sectors. Key funders and collaborators include Lotterywest, Rio Tinto, BHP, the National Indigenous Australians Agency, DBCA, DPIRD, The Nature Conservancy, and PEW Charitable Trusts.

With a new 2024–2026 Strategic Plan and rebranding as the Pilbara Ranger Network, the initiative is poised to expand its impact, empowering more communities to protect Country, transfer cultural knowledge, and shape a sustainable future for the Pilbara.

The Commission is committed to supporting Aboriginal empowerment and prosperity and will continue to facilitate initiatives such as this that have far-reaching positive outcomes for both the environment and the Aboriginal people involved.





Image: Murujuga National Park  
Credit: DevelopmentWA



## Strategic Priority 4

### Climate Resilience and Low Carbon Transition

#### Overview

Aligned with the Australian Government's commitment to the Net Zero 2050 plan, the Commission is committed to its fourth strategic priority of climate resilience and low carbon transition.

Climate change alongside the global transition to a low carbon economy provides opportunity for economic diversification and job growth in the Pilbara, as projects continue to emerge in this sector.

Our focus is on maximising the benefits from this growing sector for the people who live and work in the region, while building the long-term sustainability of the region.

The following section provides a summary of the key achievements from 2024-25 in pursuit of this strategic Priority.

*Image: Peedamulla Campground, near Onslow  
Credit: Tourism Western Australia*



# The Regional Drought Resilience Planning Program

*A closer look at how we work to create Climate Resilience and Low Carbon Transition*

The Regional Drought Resilience Planning (RDRP) is led by the Pilbara Development Commission in collaboration with the Kimberley Development Commission. The RDRP is jointly funded through the Australian Government's Future Drought Fund and the WA Department of Primary Industries and Regional Development.

In our regions, which span a total area of 930,000km<sup>2</sup> across the north west of WA, drought is characterised by extreme heat, unpredictable wet seasons, and water scarcity. And projections indicate that they will experience more frequent hot droughts, increasing risks to infrastructure, communities, and local economies, especially for remote and Aboriginal communities.

Our vision is that the Kimberley and Pilbara will be more resilient to drought, while supporting the environment, culture and economy for future generations. Extensive engagement with stakeholders across the region unilaterally identified five focus areas to realise the Vision:

- **Resilient Water Systems:** Focusing on supporting water security through cultural knowledge sharing, groundwater monitoring and improved infrastructure.
- **Resilient Communities:** Enhancing liveability and adaptive capacity through better access to services, housing, economic diversification and community engagement.
- **Resilient Agriculture:** Supporting sustainable grazing, stewardship programs, and business planning for pastoralists and Aboriginal land managers.

- **Resilient Landscapes:** Integrating Traditional fire and land management practices alongside regenerative approaches to restore ecosystems and reduce drought impacts.
- **Resilient Economy:** Encouraging economic diversification, innovation, and investment in industries such as agritourism, conservation, and small business development.

Through strong regional partnerships and extensive community and regional consultation, the RDRP reflects an understanding of each region's unique challenges and strengths and includes a series of actions that have been identified to respond to areas of impact.

After 18 months of planning and preparation the Kimberley and Pilbara Development Commissions are proud of their achievement in the development of the RDRP, which is designed to be used by local communities, industries, all levels of government, not-for-profits and private sectors to inform and guide drought preparedness and resilience.

**Next Steps – Implementation.** An implementation plan will be developed by the Pilbara and Kimberley Development Commissions which will identify priority projects from the focus areas in the RDRP to build drought resilience. Implementation is anticipated to be completed by June 2026.

*Image: Mulla Mulla Wildflowers  
Credit: DevelopmentWA*



# Pilbara Energy Transition

*A closer look at how we work to create Climate Resilience and Low Carbon Transition*

The Pilbara is the State and the Nation's economic powerhouse, with this, is the recognition that industries operating in the region account for 40% of the States carbon emission and utilises only 2% of its power generation through renewables. Decarbonising the Pilbara by expanding access to renewable energy is crucial for the long-term viability of vital industries.

Led by Energy Policy WA, the Pilbara Energy Transition Plan (PET) seeks to accelerate decarbonisation through the building of common use transmission infrastructure, Aboriginal participation and private investment underpinned by access to \$3 billion in Rewiring the Nation funding.

The Commission considers the energy transition as pivotal to the future of the Pilbara economy; it will provide opportunity for new and existing business. The Commission is an active supporter and participant in the PET through the Pilbara Round Table and providing auspice services for the Traditional Owner Participation Support Fund. The Commission has observed the growing interest and engagement of traditional owner groups in renewable energy projects, example of this include the Yindjibarndi, Kariyarra and Ngarluma.



Image: Iron Bridge and Eliwana  
Credit: Fortescue



# Clean Energy Training and Research Institute

*A closer look at how we work to create Climate Resilience and Low Carbon Transition*

The Clean Energy Training and Research Institute (CETRI) gives the Pilbara a leading edge in energy transition by building a skilled workforce to drive the \$90 billion of clean energy investment planned for the region over the next decade. The CETRI will leverage off world leading clean energy generation and processing in the region to provide in-situ industry-based training and research. The ultimate objective of the CETRI will be to sustainably position the Pilbara region and WA as a major global player in clean energy production and export.

The CETRI is part of the Pilbara Hydrogen Hub project, a \$140 million co-funded initiative of the Commonwealth and West Australian State Government, funded through the Commonwealth Government's Activating a Regional Hydrogen Industry – Clean Hydrogen Industrial Hubs program.

The CETRI will be a state-of-the-art clean energy training and research institute developed through a federated model, that will aggregate existing and planned training and research capacity. It will be delivered through a multi-provider, multi-hub model that incorporates different training providers and training/research site locations across industry and tertiary and vocational training settings.

Key delivery partners in the activation and delivery of the CETRI will include major industry operators, Aboriginal corporations, the Pilbara Kimberley Universities Centre and the TAFE network through North Regional TAFE and the Clean Energy Skills National Centre of Excellence.

Funding has been provided for the establishment and equipping of the CETRI which will bring a number of benefits to the region. It will help upskill existing workforces to support the energy transition.

New career pathways will be created for Pilbara residents through access to locally based tertiary and vocational training that can keep people on country and in the region. It will expand community understanding and engagement on the energy transition and support Aboriginal organisations and communities in their clean energy investments. And it can help transition existing oil and gas workforces to clean energy roles through micro credentials and short course training.

The CETRI project is managed by the Pilbara Development Commission which has overseen its concept development and progress through an extensive design phase involving the participation of over 90 stakeholders. The aim is for CETRI to commence pilot training and research programs in 2026.







Image: Direct Shipping  
Credit: ANL Better Ways

## Looking Back On Our Impact

*A closer look at how we work to create Climate Resilience and Low Carbon Transition*

### Direct Shipping

An important story behind the Pilbara's growth lies in the evolution of its shipping services, which have expanded in response to consistent year-on-year increases in customer demand.

What began in November 2020 with a vessel calling at Port Hedland every 19 days—as part of an expanded ANL service connecting Darwin and Singapore—has since transformed into a dedicated and high-frequency service for the region.

In 2021, the service was extended to include Dampier, further strengthening regional connectivity. By early 2023, the service evolved into what is called the ANL PAX2 Loop, a route dedicated exclusively to the Pilbara. This loop introduced two vessels linking Dampier and Port Hedland directly with the global shipping network via Singapore, increasing the sailing frequency to every 11 days.

In late 2024, a third vessel was added to the ANL PAX2 Loop, enabling a weekly service—bringing the Pilbara on par with the frequency of container shipping services into Fremantle.

This enhanced connectivity has allowed many customers to import directly into the region, significantly reducing both costs and carbon emissions in their supply chains.

Since the shift to weekly frequency, the region has continued to experience strong growth in 2025, with volumes increasing by approximately 30%. With cargo originating from over 25 countries, the Pilbara's supply chain is now truly global.



Image: Port of Dampier  
Credit: Pilbara Port Authority





*Image: Ngurrangga Tours, near Karratha  
Credit: Tourism Western Australia*



# Strategic Priority 5

## Organisational Excellence

### Overview

The Commission's fifth strategic priority of Organisational Excellence encompasses how we engage with our stakeholders, how we maintain and develop skilled and capable staff, and meet governance and business objectives

to a high standard. The following looks at those initiatives and activities the Commission delivered in relation to Organisational Excellence in the past year.

*Image: Weano Gorge, Karijini National Park  
Credit: Tourism Western Australia*





Image: Pilbara Summit  
Credit: Pilbara Development Commission

## Pilbara Summit

Last year the Commission proudly sponsored four local Aboriginal-owned businesses to exhibit at the Pilbara Summit, enabling them to showcase their products and services. This had an extremely positive impact for the businesses who reported increased opportunities, business expansion, industry contracts, additional employment of staff and wider networks as a result of their exhibitions and attendance.

Encouraged by the success of this initiative and keen to build on it the Commission sponsored six local Aboriginal-owned businesses to exhibit at the Summit, enabling them to showcase their products and services. The successful applicants included

- **GEBRO:** Based in Port Hedland and run by General Manager Patrick Kempton, GEBRO delivers high-quality services across the mining, civil and environmental sectors.
- **Muguriyarra:** Formed by Jaiden Hayes in 2022 as a 50/50 joint-venture partnership between capability partner NTC Contracting and JLAH Contracting, offering civil contracting services across the region.
- **Murti Murti:** Run by Director Ben Thorn, MurtiMurti Group are based in Karratha, specialising in water and waste management and are passionate about the conservation of natural beauty of the Pilbara through sustainable practices.

- 2011, the company provides high quality, timely, and affordable services across a wide range of areas, located in Karratha they service the entire Pilbara.
- **Norwest Contracting and Rail:** Started in 2011 by Melanie Tavo, NWCR has completed work across Australia and is actively working in Oil and Gas, Iron Ore, mineral resources sites and government projects.
- **Robe River Services:** An entity of Robe River Kuruma Aboriginal Corporation RRS is led by Ashley Talbot and was developed to be a driver of economic opportunities for the Robe River Kuruma people and community.

This initiative was supported by the Commission's Local Content Advisor, whose networks were integral to the successful delivery of the sponsorship. In doing so, the Commission reaffirms its commitment to strengthening local enterprise and advancing a diverse and resilient economy across the Pilbara region.



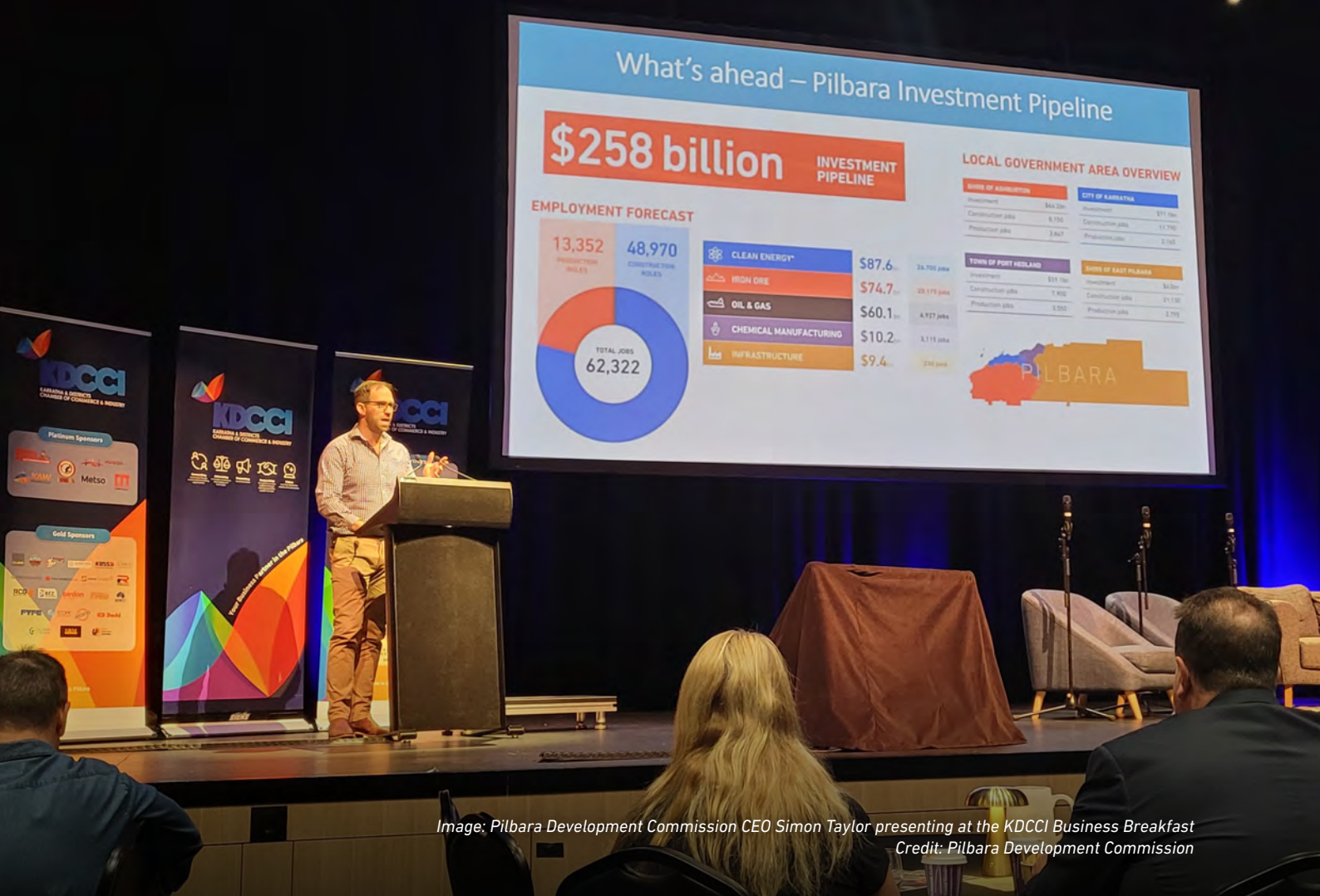


Image: Pilbara Development Commission CEO Simon Taylor presenting at the KDCCI Business Breakfast  
Credit: Pilbara Development Commission

## Communicating with Stakeholders

A focus on networking and building strong relationships across key industries in the Pilbara has seen Commission staff out and about in the region at a variety of significant meetings, events and conferences. These have included the iconic Pilbara Summit, Hedland Economic Forum, Developing Northern Australia Conference and the 9th Annual Energy and Mines Australia Summit, to name a few.

The Commission team has been committed to supporting activities and initiatives in person where viable, making connections, having a grass roots presence and taking the opportunity to hear directly from stakeholders about the barriers and opportunities facing Pilbara communities and businesses.

This year saw the Commission support over 20 sponsorship initiatives, valued at over \$100k, all of which met various strategic priorities including regional liveability, economic diversification, Aboriginal empowerment and prosperity and organisational excellence.

Having an engaging, accessible and professional online presence is a priority for the Commission. We continued to use our LinkedIn page to connect online with our stakeholders, and to widely promote the Pilbara region and the work we are doing in collaboration with our stakeholders and partners.

The past year has seen our LinkedIn platform grow exponentially now sitting at over 7000 followers with a high engagement rate of 6%.

The Commission continued to communicate broadly through the distribution of our publications. The half-yearly Housing and Land Summary was sent to 192 stakeholders, and the Pilbara Government Tender Opportunities list grew by 105 contacts in 2025.

An annual survey of the Commission's stakeholders conducted by an independent market researcher in March 2025 found that of 146 stakeholders who completed the survey, 97 per cent agreed the Commission makes a positive contribution to the economic and social development of the Pilbara. See page 66 for more results from our survey.





Images: Pilbara Development Commission staff, stakeholders and community members at various Pilbara events  
Credits: Pilbara Development Commission



## Commission staff continue to strengthen and advance their skills through continuous learning and training opportunities

A variety of professional development and training opportunities for staff were delivered during the year including training in Aboriginal culture, Aboriginal contracting, green energy, and economic development. The use of Copilot (Artificial Intelligence) training is scheduled in the coming year for all staff members of the Commission.

Several Commission staff attended the RDC Collaboration Forum held in Perth, in February 2025. This annual event brings together staff from Commissions across regional WA to network, brainstorm and learn from each other about key regional issues, and to share solutions and knowledge. The Commission is excited to be hosting the 2026 Forum.

### A Commitment to Excellence – Governance

Agenda, papers and minutes were prepared and distributed in a timely manner for the five Board and AGRC meetings held in 2024/25. Briefing notes, parliamentary questions and other ministerial requests were responded to and submitted on time.

No complaints were received during the reporting period.

## Facilitation of VIP Visits and Events

In late November 2024 the Commission was honoured to host the Western Australian Governor Mr Chris Dawson and Mrs Dawson to Karratha and Roebourne. Events attended included a reception at the City of Karratha, a tour of Murujuga Rock Art, a visit to the Roebourne District High School, inspection of a large-scale renewable energy project on Yinjibarndi Ngurra, a meeting with the BRIDA Board, a visit to local ammonia producer and gas suppliers and a briefing from the Commission.





## NAIDOC

The Commission proudly sponsored the Hedland NAIDOC Awards which were presented at the NAIDOC Festivities held in South Hedland on Sunday 7 July 2024.

The Hedland NAIDOC Awards celebrate the remarkable contributions made by Aboriginal and Torres Strait Islander individuals across six categories, including Elder, Culture, Artist, Sports, Youth, and Karlukarlu (community). The awards recognise excellence and honour those who have made a significant impact in their community.



Image: NAIDOC Awards  
Credit: Pilbara Development Commission

## State Budget Events

In partnership with the Karratha and District Chamber of Commerce and Industry and the Port Hedland Chamber of Commerce Inc. the Commission hosted two successful State Budget presentations in the Pilbara.

Port Hedland welcomed Deputy Premier Minister Rita Saffioti for a luncheon, where she presented the State Budget and outlined benefits for Hedland and the wider Pilbara region. While in Karratha Minister Amber Jade Sanderson joined guests for an early breakfast where she then presented the State Budget priorities.

Both events were well attended and included local business, industry and community leaders. These significant annual events provide attendees the opportunity to ask questions and learn more about how the Pilbara will benefit from the State Budget, while also providing key networking opportunities for community, business and government representatives.



Image: State Budget Luncheon  
Credit: Office of Minister Dawson

## Staff Culture and Values Day

The Commission recognises that we cannot serve our stakeholders and partners at a high standard if we are not equally committed to serving our work colleagues. We recognise the importance of a positive and inclusive internal work culture, to enhance our effectiveness and overall performance.

With this focus in mind, in April of this year the Commission held its staff culture and values team building 2-day workshop, to further promote a unified workplace environment and reinforce the Commission's core values of Excellence, Integrity, Unite, Care and Impact.

Day 1 involved an immersive on country experience with Ngurrangga Tours. This incredible all-day learning experience not only encouraged a deep understanding of local indigenous culture and the region, but fostered a stronger sense of team belonging, camaraderie and organisational purpose.

Day 2 involved staff taking a deep dive into the Commission's core values and formulating strategies for successful team cooperation, to further enhance performance and to help staff learn more about how others think, and work. This was invaluable in reinforcing open communication, a commitment to meaningful work and a stronger sense of connection as a team.

Overall, this powerful two-day staff culture and values team building experience renewed the team's commitment to the Commission's vision, mission, and values and provided a fresh sense of direction for the organisation and staff members individually and collectively.

a visit to the Roebourne District High School, inspection of a large-scale renewable energy project on Yinjibarndi Ngurra, a meeting with the BRIDA Board, and a visit to local ammonia producer and gas suppliers



Image: PDC staff cultural immersion day  
Credit: Pilbara Development Commission





*Image: Long train image in the Pilbara  
Credit: Tourism Western Australia*

## Groups Section

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

Its 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 the development of ideas.

### Chair

- Pilbara Safe Spaces Program – Program Control Group
- Northern Native Seed Industry Development Initiative Steering Committee
- Pilbara Aboriginal Housing Ownership Program Steering Committee
- Port Hedland Voluntary Buy-Back Scheme Steering Committee
- Yiwarra Kuju Executive Steering Committee
- Onslow Early Childhood Education and Care Committee
- Pilbara Clean Energy Training and Research Institute Steering Committee

### Members

- Pilbara Energy Roundtable Industry Liaison Committee
- Industrial Regions Action Network
- Yiwarra Kuju Justice Program Regional Working Group
- Department of Training and Workforce
- Development's Pilbara Regional Coordinating Committees (Port Hedland and Karratha)
- Pilbara Hydrogen Technology Cluster
- Pilbara Early Childhood Collaboration Network
- Murujuga Tourism Advisory Group
- Murujuga Rock Art Stakeholder Reference Group
- North-West Aboriginal Housing Fund
- Pilbara Water Working Group
- Pilbara Regional Innovation Network
- Pilbara District Leadership Group
- Port Hedland Housing Steering Committee
- Onslow Early Childhood Education and Care
- Port Hedland Industry Council
- Regional Aviation Consultation Group x 4 (Newman, Hedland, Karratha, Tom Price)
- Perdaman Urea Liaison Stakeholder Committee
- Newman and Hedland Safe Spaces Working Groups
- Martuku Jijiku Maya Working Group
- West End Structure Plan Project Control Group
- Resource company community reference groups





Image: Karijini National Park  
Credit: Tourism Western Australia



## 2025 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	2023	2024	2025	Percentage change from 2024
The Pilbara Development Commission makes a positive contribution to economic and social development of the Pilbara	98%	97%	<b>97%</b>	0%
The Pilbara Development Commission's support to industry and enterprise makes a positive contribution to regional development	97%	98%	<b>98%</b>	0%
Pilbara Development Commission staff provide professional, timely and helpful services	96%	95%	<b>99%</b>	4% ↑
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	83%	92%	<b>80%</b>	12% ↓
I understand the role and purpose of the Pilbara Development Commission	94%	97%	<b>97%</b>	0%
The Pilbara Development Commission demonstrates excellence in its decisions, behaviours and actions	95%	94%	<b>97%</b>	3% ↑
The Pilbara Development Commission acts ethically, honestly and with transparency	96%	99%	<b>100%</b>	1% ↑
The Pilbara Development Commission staff are positive and supportive of stakeholders and the community	97%	96%	<b>99%</b>	3% ↑
The Pilbara Development Commission connects and collaborates with stakeholders to inform strategic decision making	94%	93%	<b>96%</b>	3% ↑
The Pilbara Development Commission inspires, leads and delivers outcomes that make a difference for the region	91%	94%	<b>95%</b>	1% ↑
The Pilbara Development Commission with its focus on regional development, makes a positive contribution to economic and social development of the Pilbara.	96%	91%	<b>97%</b>	6% ↑



# 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

	2025 Target <sup>a</sup> (\$000)	2025 Actual (\$000)	Variation <sup>b</sup> (\$000)
Total cost of services (expense limit) (sourced from Statement of Comprehensive Income)	6,044	5,703	341 <sup>(1)</sup>
Net cost of services (sourced from Statement of Comprehensive Income)	6,044	5,674	370 <sup>(2)</sup>
Total equity (sourced from Statement of Financial Position)	776	331	(445) <sup>(3)</sup>
Net increase / (decrease) in cash held (sourced from Statement of Cash Flows)	(479)	(485)	(6)
Approved salary expense level	262	307	(45) <sup>(4)</sup>

## Working Cash Targets

	2025 Agreed Limit (\$000)	2025 Budget <sup>c</sup> /Actual <sup>d</sup> (\$000)	Variation (\$000)
Agreed working cash limit (at Budget)	67	67	N/A
Agreed working cash limit (at Actuals) <sup>(6)</sup>	61	380	319 <sup>(5)</sup>

### Explanation of variations:

1. Total cost of services is under budget estimates (2025 Target) as the budget was substantially reduced to account for carryover of Grants & Subsidies expenditure into 2025-26.
2. Net cost of services is under budget estimates (2025 Target) as the budget was substantially reduced to account for carryover of Grants & Subsidies expenditure into 2025-26.
3. The comprehensive deficit for the year was greater than budgeted.
4. Approved salary expense level is above budget estimates (2025 Target) due to leave taken and associated costs to backfill.
5. This variation is due to receipt of grant revenue unspent at year end which PDC will utilise for approved projects over the forward estimates.

### Reference notes:

- a. As specified in the Section 40 budget estimates
- b. The variation is the difference between the Target and Actual for each line item
- c. Target to reflect the Commission's anticipated working cash for the 2024-25 financial year
- d. Actual is the actual working cash held at the close of the financial year





*Image: Bird at Mackerel Islands  
Credit: Flying Fox Media*

## Significant Issues Impacting the Agency

### Changes in written law

### Likely developments and forecast results of operations

The Commission's current 2023-25 Strategic Plan is due for review and renewal. A new plan will need to be developed in 2025/26 to adjust for new government policies such as Made in WA and changes to the strategic outlook and operating environment.

Recruitment for current vacant positions is well underway, and the Commission expects to have a full complement of staff going into the second half of 2025.

The Commission expects to meet its key performance indicators, legislative, government policy, budgetary requirements and audit requirements.





Image: Dampier Archipelago  
Credit: Tourism Western Australia



# Disclosures and Legal Compliance

## Independent Auditor's Report



## Auditor General

### Independent Auditor's Report 2025

#### Pilbara Development Commission

To the Parliament of Western Australia

## Report on the audit of the financial statements

### Opinion

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

- the statement of financial position as at 30 June 2025, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended
- notes comprising a summary of material accounting policies and other explanatory information.

In my opinion, the financial statements are:

- based on proper accounts and present fairly, in all material respects, the operating results and cash flows of the Commission for the year ended 30 June 2025 and the financial position as at the end of that period
- in accordance with Australian Accounting Standards (applicable to Tier 2 Entities), the *Financial Management Act 2006* and the Treasurer's Instructions.

### Basis for opinion

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

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

### Responsibilities of the Board for the financial statements

The Board is responsible for:

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

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

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



## Independent Auditor's Report 2025

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

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

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

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

## Report on the audit of controls

### Opinion

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

In my opinion, in all material respects, the controls exercised by the Commission are sufficiently adequate to provide reasonable assurance that the controls within the system were suitably designed to achieve the overall control objectives identified as at 30 June 2025, and the controls were implemented as designed as at 30 June 2025.

### The Board's responsibilities

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

### Auditor General's responsibilities

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



## Independent Auditor's Report 2025

An assurance engagement involves performing procedures to obtain evidence about the suitability of the controls design to achieve the overall control objectives and the implementation of those controls. The procedures selected depend on my judgement, including an assessment of the risks that controls are not suitably designed or implemented as designed. My procedures included testing the implementation of those controls that I consider necessary to achieve the overall control objectives.

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

### Limitations of controls

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

## Report on the audit of the key performance indicators

### Opinion

I have undertaken a reasonable assurance engagement on the key performance indicators of the Commission for the year ended 30 June 2025 reported in accordance with the *Financial Management Act 2006* and the Treasurer's Instructions (legislative requirements). The key performance indicators are the Under Treasurer-approved key effectiveness indicators and key efficiency indicators that provide performance information about achieving outcomes and delivering services.

In my opinion, in all material respects, the key performance indicators report of the Commission for the year ended 30 June 2025 is in accordance with the legislative requirements, and the key performance indicators are relevant and appropriate to assist users to assess the Commission's performance and fairly represent indicated performance for the year ended 30 June 2025.

### The Board's responsibilities for the key performance indicators

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

In preparing the key performance indicators, the Board is responsible for identifying key performance indicators that are relevant and appropriate, having regard to their purpose in accordance with Treasurer's Instruction 3 Financial Sustainability – Requirement 5: Key Performance Indicators.

### Auditor General's responsibilities

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



## Independent Auditor's Report 2025

fraud or error, and to issue an auditor's report that includes my opinion. I conducted my engagement in accordance with Standard on Assurance Engagements ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information* issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements relating to assurance engagements.

An assurance engagement involves performing procedures to obtain evidence about the amounts and disclosures in the key performance indicators. It also involves evaluating the relevance and appropriateness of the key performance indicators against the criteria and guidance in Treasurer's Instruction 3 - Requirement 5 for measuring the extent of outcome achievement and the efficiency of service delivery. The procedures selected depend on my judgement, including the assessment of the risks of material misstatement of the key performance indicators. In making these risk assessments, I obtain an understanding of internal control relevant to the engagement in order to design procedures that are appropriate in the circumstances. I believe that the evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

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

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

### **Other information**

The Commission is responsible for the other information. The other information is the information in the entity's annual report for the year ended 30 June 2025, but not the financial statements, key performance indicators and my auditor's report. My opinions on the financial statements, controls and key performance indicators do not cover the other information and accordingly I do not express any form of assurance conclusion thereon.

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

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



## Independent Auditor's Report 2025

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

This auditor's report relates to the financial statements and key performance indicators of the Pilbara Development Commission for the year ended 30 June 2025 included in the annual report on the Commission's website. The Commission's management is responsible for the integrity of the Commission's website. This audit does not provide assurance on the integrity of the Commission's website. The auditor's report refers only to the financial statements, controls and key performance indicators described above. It does not provide an opinion on any other information which may have been hyperlinked to/from the annual report. If users of the financial statements and key performance indicators are concerned with the inherent risks arising from publication on a website, they are advised to contact the entity to confirm the information contained in the website version.



**Carly Meagher**

Acting Senior Director Financial Audit  
Delegate of the Auditor General for Western Australia  
Perth, Western Australia  
29 July 2025







# Disclosures and Legal Compliance

## Financial Statements



### Certification of Financial Statements

For the financial year ended 30 June 2025

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 financial year ended 30 June 2025 and the financial position as at 30 June 2025.

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

A handwritten signature in black ink, appearing to read 'Carolyn Gibbon'.

**Carolyn Gibbon**  
A/Chief Finance Officer  
29 July 2025

A handwritten signature in black ink, appearing to read 'Simon Taylor'.

**Simon Taylor**  
Chief Executive Officer  
29 July 2025

A handwritten signature in black ink, appearing to read 'Terry Hill'.

**Terry Hill AM**  
Chairman of the Board  
29 July 2025



# Financial Statements

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## Statement of Comprehensive Income

For the year ended 30 June 2025

<b>COST OF SERVICES</b>	<b>NOTES</b>	<b>2025 \$'000</b>	<b>2024 \$'000</b>
<b>Expenses</b>			
Employee benefits expenses	2.1(a)	350	359
Supplies and services	2.3	4,844	4,038
Depreciation and amortisation expense	4.0	105	95
Finance costs	6.2	3	2
Grants and subsidies	2.2	280	241
Other expenses	2.3	121	61
<b>Total cost of services</b>		<b>5,703</b>	<b>4,796</b>
<b>Income</b>			
Other income	3.2	29	106
<b>Total income</b>		<b>29</b>	<b>106</b>
<b>NET COST OF SERVICES</b>		<b>5,674</b>	<b>4,690</b>
<b>Income from State Government</b>			
Income from other public sector entities	3.1	704	587
Resources received	3.1	4,288	3,802
<b>Total income from State Government</b>		<b>4,992</b>	<b>(301)</b>
<b>DEFICIT FOR THE PERIOD</b>		<b>(682)</b>	
<b>TOTAL COMPREHENSIVE LOSS FOR THE PERIOD</b>		<b>(682)</b>	<b>(301)</b>

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



## Statement of Financial Position

As at 30 June 2025

ASSETS	NOTES	2025 \$'000	2024 \$'000
<b>Current Assets</b>			
Cash and cash equivalents	6.3	380	1,065
Restricted cash and cash equivalents	6.3	200	-
Receivables	5.1	2	20
<b>Total Current Assets</b>		<b>582</b>	<b>1,085</b>
<b>Non-Current Assets</b>			
Receivables	5.1	8	8
Amounts receivable for services	5.2	48	48
Right-of-use assets	4.0	6	5
<b>Total Non-Current Assets</b>		<b>62</b>	<b>61</b>
<b>TOTAL ASSETS</b>		<b>644</b>	<b>1,146</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Payables	5.3	234	123
Lease liabilities	6.1	6	6
Employee related provisions	2.1 (b)	73	3
<b>Total Current Liabilities</b>		<b>313</b>	<b>132</b>
<b>Non-Current Liabilities</b>			
Employee related provisions	2.1(b)	-	1
<b>Total Non-Current Liabilities</b>		<b>-</b>	<b>1</b>
<b>TOTAL LIABILITIES</b>		<b>313</b>	<b>133</b>
<b>NET ASSETS</b>		<b>331</b>	<b>1,013</b>
<b>EQUITY</b>			
Contributed equity		353	353
Accumulated surplus		(22)	660
<b>TOTAL EQUITY</b>		<b>331</b>	<b>1,013</b>

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



## Statement of Changes in Equity

For the year ended 30 June 2025

	Contributed equity \$'000	Accumulated Surplus \$'000	Total equity \$'000
<b>Balance at 1 July 2023</b>	353	961	1,314
Deficit	-	(301)	(301)
Other comprehensive income	-	-	-
Total comprehensive loss for the period	-	(301)	(301)
<b>Balance at 30 June 2024</b>	353	660	1,013
<b>Balance at 1 July 2024</b>	<b>353</b>	<b>660</b>	<b>1,013</b>
Deficit	-	(682)	(682)
Other comprehensive income	-	-	-
Total comprehensive loss for the period	-	(682)	(682)
<b>Balance at 30 June 2025</b>	<b>353</b>	<b>(22)</b>	<b>331</b>

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



## Statement of Cash Flows

For the year ended 30 June 2025

CASH FLOWS FROM STATE GOVERNMENT	NOTES	2025 \$'000	2024 \$'000
Funds from other public sector entities		704	587
<b>Net cash provided by State Government</b>		<b>704</b>	<b>587</b>
<i>Utilised as follows:</i>			
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Payments</b>			
Employee benefits		(278)	(517)
Supplies and services		(540)	(99)
Finance costs		(3)	(2)
Grants and subsidies		(280)	(241)
GST payments on purchases		(57)	(41)
Other payments		(5)	(32)
<b>Receipts</b>			
GST receipts on sales		25	10
GST receipts from taxation authority		54	14
Other receipts		1	102
<b>Net cash used in operating activities</b>		<b>(1,083)</b>	<b>(806)</b>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Payments</b>			
Principal elements of lease payments		(106)	(94)
<b>Net cash used in financing activities</b>		<b>(106)</b>	<b>(94)</b>
<b>Net decrease in cash and cash equivalents</b>		<b>(485)</b>	<b>(313)</b>
<b>Cash and cash equivalents at the beginning of the period</b>		<b>1,056</b>	<b>1,378</b>
<b>CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD</b>	6.3	<b>580</b>	<b>1,065</b>

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



## 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 29 July 2025.

#### Statement of compliance

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

The Financial Management Act 2006 (the Act) and Treasurer's Instructions, which are legislative provisions governing the preparation of financial statements for agencies, take precedence over Australian Accounting Standards Board pronouncements. Where an AASB announcement is modified and has had a significant financial effect on the reported results, details of the modification and the resulting financial effect are disclosed in the notes to the financial statements.

#### Basis of preparation

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

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

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

- a. amount of GST incurred by the Commission 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 8 - Requirement 8.1(i) and have been credited directly to Contributed Equity.

#### Comparative information

Except when an Australian Accounting Standard (AAS) permits or requires otherwise, comparative information is presented in respect of the previous period for all amounts reported in the financial statements. AASB 1060 provides relief from presenting comparatives for Right-of-Use asset reconciliations.



## Notes to the Financial Statements

### Judgements and estimates

Judgements, estimates and assumptions are required to be made about financial information being presented. The significant judgements and estimates made in the preparation of these financial statements are disclosed in the notes where amounts affected by those judgements and/or estimates are disclosed. Estimates and associated assumptions are based on professional judgements derived from

## 2. Use of Our Funding

### Expenses incurred in the delivery of services

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

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

### 2.1. (a) Employee benefits expenses

	2025 \$'000	2024 \$'000
Employee benefits	316	321
Superannuation - defined contribution plans	34	38
<b>Total employee benefits expenses</b>	<b>350</b>	<b>359</b>
Add: AASB 16 Non-monetary benefits	<b>108</b>	<b>98</b>
<b>Total employee benefits provided</b>	<b>458</b>	<b>457</b>

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

**Superannuation:** The amount recognised in profit or loss of the Statement of Comprehensive Income comprises employer contributions paid to superannuation funds as nominated by the employee(s).

**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.

### 2.1. (b) Employee related provisions

Current	2025 \$'000	2024 \$'000
<u>Employee benefits provisions</u>		
Annual leave	17	3
Long service leave	48	-
	65	3
<u>Other provisions</u>		
Employment on-costs	8	-
<b>Total current employee related provisions</b>	<b>73</b>	<b>3</b>
<b>Non-Current</b>		
<u>Employee benefits provisions</u>		
Long service leave	-	1
<b>Total non-current employee related provisions</b>	<b>-</b>	<b>1</b>
<b>Total employee related provisions</b>	<b>73</b>	<b>4</b>



## Notes to the Financial Statements

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 reporting period.

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

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

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

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

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

Employment on-costs, including workers' compensation insurance, are not employee benefits and are recognised separately as liabilities and expenses when the employment to which they relate has occurred. Employment on-costs are included as part of 'other expenses, Note 2.3 Other expenditure (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'.

<b><u>Employee benefits provisions</u></b>	<b>2025 \$'000</b>	<b>2024 \$'000</b>
Carrying amount at start of period	-	17
Additional/(reversals of) provisions recognised	8	(17)
<b>Carrying amount at end of period</b>	<b>8</b>	<b>-</b>

### Key sources of estimation uncertainty- long service leave

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

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

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

## Notes to the Financial Statements

### 2.2. Grants and subsidies

	2025 \$'000	2024 \$'000
Non Public organisations	230	191
Local Government agencies	50	50
<b>Total recurrent grants and subsidies</b>	<b>280</b>	<b>241</b>

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

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

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

### 2.3. Other expenditure

	2025 \$'000	2024 \$'000
<b>Supplies and services</b>		
Board fees	106	88
Communications	2	-
Consultants and contractors	288	66
Consumables	17	13
Travel	127	69
Other	16	-
Resources provided free of charge by DPIRD <sup>(a)</sup>	4,288	3,802
<b>Total supplies and services expense</b>	<b>4,844</b>	<b>4,038</b>
<b>Other expenses</b>		
Building and infrastructure maintenance	4	-
Donations and sponsorships	104	15
Employment on-costs	1	(2)
Other expenses	12	48
<b>Total other expenses</b>	<b>121</b>	<b>61</b>
<b>Total other expenditure</b>	<b>4,965</b>	<b>4,099</b>

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

Supplies and services expenses are recognised as an expense in the reporting period in which they are incurred. 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



## Notes to the Financial Statements

### 3.1. Income from State Government

	2025 \$'000	20234 \$'000
Income received from other public sector entities during the period:		
Department of Primary Industries and Regional Development - operational funding	704	587
<b>Total grants and subsidies</b>	<b>704</b>	<b>587</b>
Resources received from other public sector entities during the period:		
Services received free of charge <sup>(a)</sup>	4,288	3,802
<b>Total resources received</b>	<b>4,288</b>	<b>3,802</b>
<b>Total income from State Government</b>	<b>4,992</b>	<b>4,389</b>

- 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 2.3 Other expenditure.

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

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

### 3.2 Other income

	2025 \$'000	2024 \$'000
Other sundry income	29	6
Return of unspent grant monies	-	100
<b>Total other income</b>	<b>29</b>	<b>106</b>

### 4. Right-of-use assets

	Buildings \$'000	Vehicles \$'000	Total \$'000
<b>Carrying amount at beginning of period</b>	<b>5</b>	<b>-</b>	<b>5</b>
Additions	93	-	93
Lease overrun	-	13	13
Depreciation	(92)	(13)	(105)
<b>Net carrying amount as at end of period</b>	<b>6</b>	<b>-</b>	<b>6</b>

The Commission has leases for vehicles and residential housing. The lease contracts are typically made for fixed periods of 1-5 years with an option to renew the lease after that date.

#### Initial recognition

At the commencement date of the lease, the Commission recognises right-of-use assets and a corresponding lease liability. 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 corresponding lease liabilities in relation to these right-of-use assets have been disclosed in Note 6.1.

## Notes to the Financial Statements

### 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. 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.

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.

## 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	2025 \$'000	2024 \$'000
<u>Current</u>		
Trade receivables	2	-
GST receivable	-	20
<b>Total current</b>	<b>2</b>	<b>20</b>
<u>Non-current</u>		
Accrued salaries account <sup>(a)</sup>	8	8
<b>Total non-current</b>	<b>8</b>	<b>8</b>
<b>Total receivables</b>	<b>10</b>	<b>28</b>

- a. Funds transferred to Treasury for the purpose of meeting the 27th pay in a financial year that generally occurs every 11 years. This account is classified as non-current except for the year before the 27th pay year.

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.



## Notes to the Financial Statements

Accrued salaries account contains amounts paid into the Treasurer's special purpose account, which since the Machinery of Government is undertaken by the Department of Primary Industries and Regional Development. It is restricted for meeting the additional cash outflow for employee salary payments in reporting periods with 27 pay days instead of the normal 26. No interest is received on this account.

The account has been reclassified from 'Cash and cash equivalents' to 'Receivables' as it is considered that funds in the account are not cash but a right to receive the cash in future. Comparative amounts have also been reclassified.

### 5.2. Amounts receivable for services (Holding Account)

	2025 \$'000	2024 \$'000
Non-current balance at end of period	<u>48</u>	<u>48</u>
<b>Balance at end of period</b>	<b>48</b>	<b>48</b>

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

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

### 5.3. Payables

	2025 \$'000	2024 \$'000
Trade payables	124	101
Other payables	-	16
Accrued expenses	100	1
Accrued salaries	8	5
GST Payable	<u>2</u>	<u>-</u>
<b>Total current payables</b>	<b>234</b>	<b>123</b>

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

## 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

	2025 \$'000	2024 \$'000
Current	<u>6</u>	<u>6</u>

## Notes to the Financial Statements

### Initial measurement

The Commission measures a lease liability, at the commencement date, at the present value of the lease payments that are not paid at that date. 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;
- 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).

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.

This section should be read in conjunction with Note 4. Right-of-use assets.

### 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.

## 6.2. Finance costs

	2025 \$'000	2024 \$'000
Lease interest expense	3	3

'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

	2025 \$'000	2024 \$'000
Non-restricted cash and cash equivalents	380	1,065
<b>Balance at end of period</b>	<b>380</b>	<b>1,065</b>
Pilbara Energy Aboriginal Transition Steering Committee	200	-
<b>Current restricted cash and cash equivalents</b>	<b>200</b>	<b>-</b>
<b>Total cash and cash equivalents at end of period</b>	<b>580</b>	<b>1,065</b>

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.



## Notes to the Financial Statements

### 6.4. Capital commitments

There are no known capital expenditure commitments, being contracted capital expenditure additional to the amounts reported in the financial statements (2024: nil).

### 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:

	2025 \$'000	2024 \$'000
<u>Financial assets</u>		
Cash and cash equivalents	580	1,065
Financial assets at amortised cost <sup>(a)</sup>	58	56
<b>Total financial assets</b>	<b>638</b>	<b>1,121</b>
 <u>Financial liabilities</u>		
Financial liabilities at amortised cost <sup>(b)</sup>	238	129
<b>Total financial liabilities</b>	<b>238</b>	<b>129</b>

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

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

#### 7.2. Contingent assets and contingent liabilities

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

There were no contingent assets or contingent liabilities which would affect the Commission at the end of June 2025 (2024: None).

### 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
Key management personnel	8.2
Related party transactions	8.3
Related bodies	8.4
Affiliated bodies	8.5
Special purpose accounts	8.6
Remuneration of auditors	8.7
Supplementary financial information	8.8
Explanatory statement	8.9

#### 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.

## Notes to the Financial Statements

### 8.2. Key management personnel

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

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

Compensation band (\$)	2025	2024
<b>Compensation of members of the accountable authority</b>		
70,001 - 80,000	1	-
40,001 - 50,000	-	1
20,001 - 30,000	-	1
10,001 - 20,000	-	1
0 - 10,000	5	5
<b>Compensation of senior officers (\$)</b>		
350,001 - 400,000	1	-
250,001 - 300,000	-	1
200,001 - 250,000	2	-
150,001 - 200,000	-	2
100,001 - 150,000	1	1
50,001 - 100,000	1	2
0 - 50,000	-	1
	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Total compensation for members of the accountable authority and senior officers</b>	<b>1,102</b>	<b>1,101</b>

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

### 8.3. Related party transactions

The Commission is a wholly owned and controlled entity of the State of Western Australia. Related parties of the Commission include:

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

#### Material transactions with other related entities

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

### 8.4. Related bodies

The Commission had no related bodies during the reporting period.

### 8.5. Affiliated bodies

The Commission had no affiliated bodies during the reporting period.



## Notes to the Financial Statements

### 8.6. Special purpose accounts

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

### 8.7. Remuneration of auditors

Remuneration paid or payable to the Auditor General in respect of the audit for the current financial year is \$35,000 (2024: \$35,000).

### 8.8. Supplementary financial information

#### (a) Write-offs

There were no write-offs during the financial year.

#### (b) Losses through theft, defaults and other causes

There were no losses of public money and public and other property during the financial year.

#### (c) Gift of public property

There were no gifts of public property during the financial year.

### 8.9. Explanatory statement

The Commission is exempt from preparing an Explanatory Statement as required under TI 3 *Financial Sustainability (7) – Explanatory Statement* as their Total Cost of Services is below \$10 million for the two most recent consecutive comparative periods.





# Disclosures and Legal Compliance

## Key Performance Indicators



### Certification of Key Performance Indicators

For the year ended 30 June 2025

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 Pilbara Development Commission for the financial year ended 30 June 2025.

**Terry Hill AM**  
Chairman of the Board  
29 July 2025

**Simon Taylor**  
Chief Executive Officer  
29 July 2025

# Detailed Information in Support of Key Performance Indicators

## Relationship to government goals

The Government’s desired outcome from the activities of the 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
<b>WA Jobs Plan:</b> Diversifying the WA economy, creating local jobs for the future.  <b>Safe, Strong, and Fair communities:</b> Supporting our local regional communities to thrive	Enhancement of the Pilbara Region’s economic and social development	Regional Development

## Key effective indicator

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

The Commission’s effectiveness in achieving its government desired outcome is measured by undertaking an annual survey of key clients and stakeholders. This survey is conducted by an independent market research company. 198 stakeholders were identified, comprising of Local, State and Commonwealth agencies, as well as private entities and non-government agencies. A total of 146 completed surveys were obtained from this client contact list (a response rate of 74%), giving a maximum standard error ratio of +/- 4.16% 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.

Key Effectiveness Indicator	Actual 2022	Actual 2023	Actual 2024	Target 2025	Actual 2025
Extent of client satisfaction that the Commission makes a positive contribution to economic and social development of the Pilbara.	100%	98%	97%	98%	97%



## Key efficiency indicator

### Average cost per hour

The key efficiency performance indicator measures the overall efficiency in achieving the desired outcome. These outcomes are linked to Government goals.

The following efficiency indicator is based on the total operational cost including an allocation of general costs and overheads and excluding grants and subsidies.

Key Efficiency Indicator	Actual 2022	Actual 2023	Actual 2024	Target <sup>2</sup> 2025	Actual 2025
Average cost <sup>1</sup> per hour	\$158	\$176	\$189	\$193	\$205

For the 2024/25 Financial Year, the Board resolved that Key Efficiency Indicators be streamlined into a single \$ per hour efficiency indicator consistent with other RDC's and DPIRD.

1. Operating cost information is sourced from the Statement of Comprehensive Income total cost of service excluding grants and subsidies.
2. The target cost per hour is an estimated figure based on budgeted expenditure and staffing levels.

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

### Comments

The total hours worked were 10% below target and total operating expenses were 5% below target resulting in the average cost per hour being 6% above target. The below target hours were a result of staff vacancies throughout the year whilst the underspend in the total cost of services was due to the delay in anticipated projects.





# Disclosures and Legal Compliance

## Other Statutory Information



## 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
- State Supply Commission Act 1991

## 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 2024-2025.

#### Capital projects complete

The Commission did not have any complete capital works at the end of 2024-2025.

## 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 of 30 June 2024	As of 30 June 2025
Full-time permanent	9	11
Full-time contract	5	2
Part-time measured on an FTE basis	.5	.4
On secondment	0	1
Temporary	0	0
<b>TOTAL</b>	<b>14.5</b>	<b>14.4</b>

## 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, economic development, finance and procurement.

The staff also participated in a full day cultural immersion on Ngarluma Country facilitated by the knowledgeable and informative team from Ngurrangga Tours, which focused on Ngarluma country and culture.

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 2024-25.

## Governance Disclosures

### Board remuneration

Pilbara Development Commission Board 2024-2025						
Positions	Name	Type of Remuneration	Period of Membership	Term of Appointment	Base salary/ Sitting fees	Gross/actual Remuneration
Chair	Terry Hill	Stipend	12 months	3 years	\$63,000	\$62,799
Deputy Chair	Brett Ellacott	Stipend	12 months	5 years	\$5,000 + \$790 full / \$513 half day	\$7,305
Board Member	Sara Slattery	Per meeting	12 months	6 years	\$680 full / \$422 half day	\$1,102
Board Member	Daniel Scott	Per meeting	12 months	3 years	\$680 full / \$422 half day	\$5,768
Board Member	Anne Mitchell	Per meeting	12 months	3 years	\$680 full / \$422 half day	\$7,128
Board Member	Wendy McWhirter-Brooks	Per meeting	12 months	4 years	\$680 full / \$422 half day	\$7,034
CEO	Simon Taylor	N/A	12 months		Nil	Nil
TOTAL						\$91,136



## Unauthorised use of credit cards

There were no unauthorised use of credit cards.

	2024-2025 (\$)
Personal use expenditure for the reporting period	Nil
Personal use expenditure settled by the due date (within 5 working days)	Nil
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.

Positions	Actual		Results against target
	2023-24	2024-25	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	N/A	N/A	Nil
Market research	Thinkfield Agency	\$11,737	\$11,737
Polling	N/A	N/A	Nil
Direct mail	Mailchimp	\$1,004	\$1,004
Media advertising	N/A	N/A	Nil
<b>TOTAL</b>			<b>\$12,741</b>

### 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.

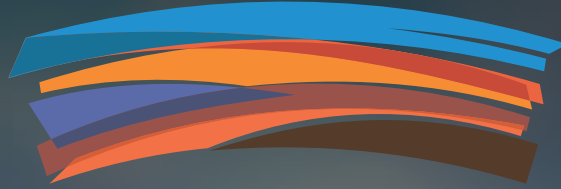
## **Recordkeeping plans**

The Commission's Record Keeping 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.





# PILBARA



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