PILBARA DEVELOPMENT COMMISSION STRATEGIC PLAN 2019-21





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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.

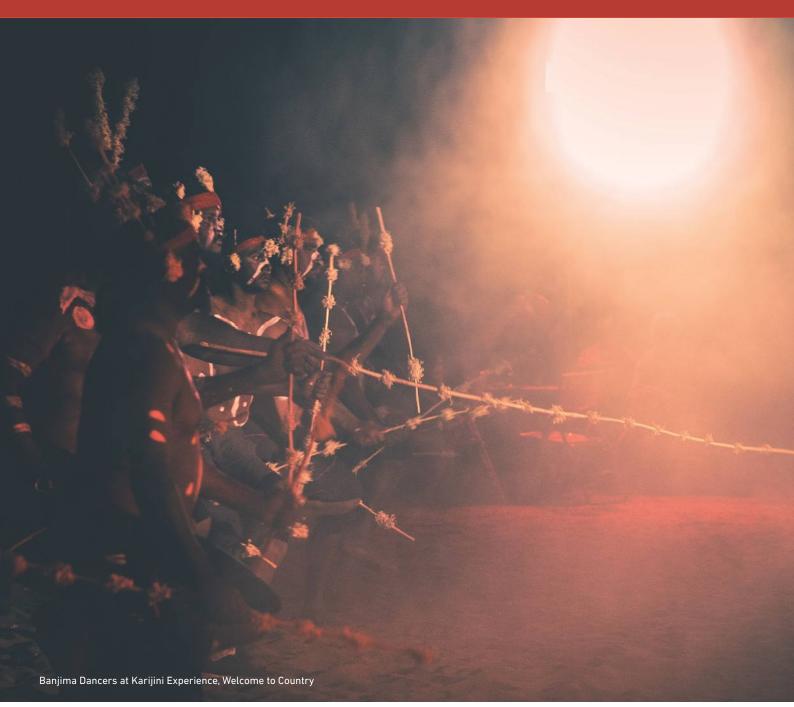


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A message from the Chair

"The Pilbara continues to be an economic powerhouse for the Western Australian and national economies, producing \$32.3 billion in Gross Regional Product (GRP) in 2018, which represents more than 40% of regional Western Australia's GRP. Unemployment in the Pilbara is around 3%, which is 3% below the State average, creating a tight job market and challenges for small businesses to attract and retain staff."

The Pilbara's economy is dominated by the mining sector, which accounts for 68% of GRP and 45% of total jobs. In 2019, the resource sector is showing signs of renewed confidence, with \$117 billion worth of projects either committed to or under construction in the Pilbara, creating an estimated 25,000 jobs in construction and 7,000 jobs in operation.

However, lack of complexity in the region's economic make-up leaves Pilbara businesses and communities vulnerable to commodity price fluctuations and rising costs. This is one of the Pilbara's biggest challenges.

Where once the population came and went with the cycle of the resource industries, now more and more people are choosing to

call the region home. The Pilbara's population grew 15% between 2008 and 2018, while at the same time a shift in demographics has seen young people making up an increasing portion of the population.

Of concern, is inequality in the region. Aboriginal people represent 14% 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.

The Pilbara Development Commission's 2019-21 Strategic Plan identifies our areas of focus for the next three years to make our aspirations a reality. This includes a focus on initiatives that seek to reduce the cost of doing business in the region and supporting strong partnerships with industry and government to ensure that the region is a preferred place to invest and do business. These initiatives will help to deliver the State Government goal of 30,000 additional jobs in regional Western Australia by 2024, and a stronger, more diverse economy in regional Western Australia as identified in the <u>DiversifyWA – Economic Development Framework.</u>

On behalf of the Board of Directors we look forward to working with you to make the Pilbara a great place to live, work, visit and invest.

Brendan Hammond | Chairperson



CEO's foreword

The Pilbara Development Commission (the Commission) is a forward-thinking, progressive agency on the move. We have a proven track record of delivering positive impacts and outcomes for the Pilbara region and its communities. We are proud of our accomplishments, and we are committed to achieving excellence in all we deliver. This Strategic Plan provides us with a way forward – it outlines our focus, priorities and deliverables to achieve our goals and provides the pathway for a bright and sustainable future for the Pilbara.

The Pilbara has been through a transformation over the past decade that has been nothing short of remarkable. The Pilbara is now characterised by high quality regional living, with modern services and facilities that support strong and thriving local communities. This was a focus of our previous Strategic Plan. There is still much to do to ensure that the region is a place of choice to live, invest and stay. We will also work with local governments and others to promote the region.

The next wave of growth for the region is beginning. It is not as large as the previous boom, but it has the potential to further transform the region in both population and economic importance. This next wave must be well managed in terms of enabling policies, services and infrastructure, with a focus on local jobs and capacity building. Our aim is a smooth-as-possible growth path with economic diversification opportunities not crowded-out by inflated wages and property prices.

We will need to work with industry, local government and community to look for new opportunities to leverage long term benefit to our region. This must include industry opportunities that will exist beyond the life of the extractive resource sector, and work to ensure benefits from the growth are shared by Aboriginal communities. Economic development and jobs are a clear focus for this plan. At the Commission we continually invest in our most important assets – our people. They are highly qualified and motivated professionals who are fuelled by their passion for the region. They are the experts who are on the ground, brokering partnerships and being the catalysts for positive change. Our people are strong advocates for the region and are committed to ensuring the next phase of the Pilbara's journey builds upon the success of the last decade.

Collaboration has been key to the positive transformation of the region over the last few years. This will need to continue in order to effectively deliver positive outcomes for the region and the people that call the Pilbara home. The Commission works with a range of stakeholders including government, industry and community partners, who are critical to the delivery of our Strategic Plan.

"Our plan for the next three years is forward looking and focused on maximising the regional opportunities for this next period of significant growth. We value our existing relationships as we seek new partners, and together with the Pilbara community we are committed to making impact, creating opportunities and delivering what we promise."

Terry Hill | CEO

Vision

The Commission's vision for the Pilbara region is 'vibrant and sustainable communities underpinned by a strong, diverse economy'.

The Pilbara will deliver new jobs, contributing significantly to the State's regional jobs target outlined in its whole-of-government targets and Diversify WA economic development framework. People will be living in vibrant, modern and inclusive cities and communities which offer quality services, career choice, affordable living and strong social connection. The economy will feature diverse, innovative and resilient local and international firms underpinned by the resources and renewable energy industries. Aboriginal people of the region will share in the benefits through expanded employment and business opportunities.

Purpose

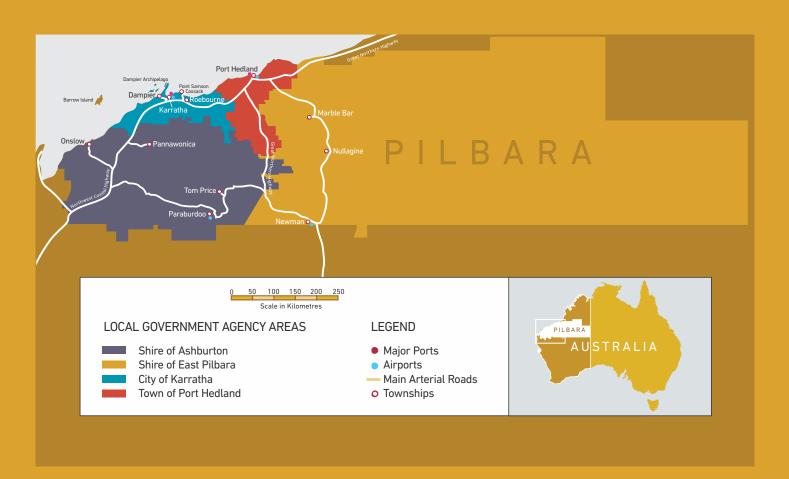
The purpose of the Commission is to be the catalyst for development and growth in the Pilbara region.

Values

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

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





The Pilbara

Located approximately 1,200km north of Perth, the mineral-rich Pilbara is one of the largest regions in WA. Covering a total area of 507,896 square kilometres, extending from the Indian Ocean (including offshore islands) to the Northern Territory border, the region represents about 20% of Western Australia's land mass. Thought to be around 3.5 billion years old, the Pilbara landscape also has a rich and deep human history with recent archaeological research uncovering evidence of Aboriginal occupation dating back at least 50,000 years.

Today, the Pilbara is made up of four local government authorities (Ashburton, East Pilbara, Karratha and Port Hedland) with a combined population of approximately 61,000 people living in cities and towns throughout the region.

In recent years, the Pilbara's communities have undergone a transformation from towns servicing the resources sector to liveable cities, boasting high quality health and education services as well as modern community amenity. More and more people are choosing to call the region home. The Pilbara has seen a 15% growth in population from 2008 to 2018, while at the same time a shift in demographics has seen families making up an increasing portion of the population. Housing

affordability has significantly improved from the high points of the 2012 construction boom, where median property value was \$900,000 and average rental prices were as high as \$1,800 a week. In contrast, in 2019, the median property value across the region is \$290,000 and average weekly rental price is \$400.

The Pilbara owes its unique identity to its extraordinary landscape, rich heritage and culture. There are more than 31 Aboriginal language groups in the Pilbara. People from many other cultures have also made the Pilbara home: around a third of the region's residents were born elsewhere than Australia.

West End Night Markets, Port Hedland

PILBARA POPULATION 61,440

INDIGENOUS POPULATION 14%

HOME ownership 8,172

(Jan 18-2019)

average age 32 YEARS

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SCHOOL ENROLMENTS 9,155 (Jan 18-2019)

Pilbara Development Commission

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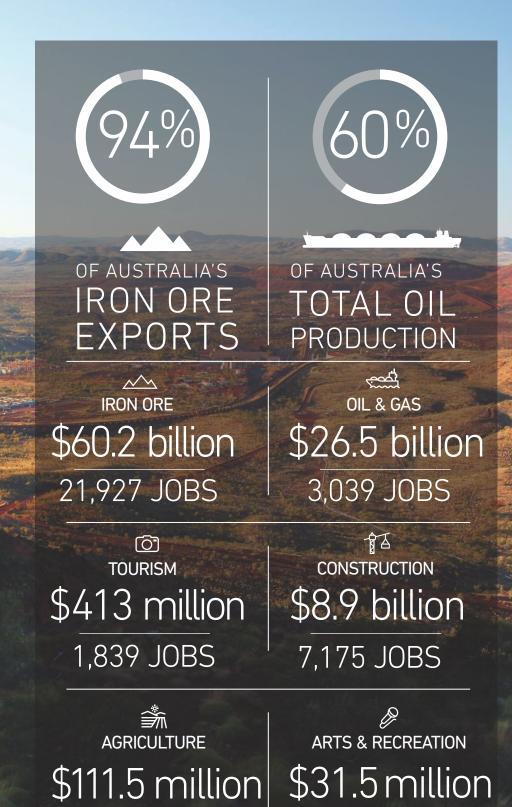
Regional economy

The Pilbara is a globally significant resources region that has been at the centre of the most rapid expansion of iron ore production in history and the site of construction for some of the largest oil and gas projects in the world. In 2018, the Pilbara region accounted for 94% of Australia's iron ore exports and is the largest iron ore producer in the world. The Pilbara services the offshore Carnarvon Basin, Australia's largest known oil and gas reserve, which accounts for around 60% of Australia's total oil production.

The Pilbara's economy punches well above its weight and is a significant contributor to the State and national economies. The Pilbara's GRP in 2018 was \$32.3 billion, representing 41% of WA's GRP and 13% of WA's Gross Domestic Product (GDP). The size of the Pilbara's economy is greater than the individual GDP of 127 of the world's 189 nation states.

Around 64,000 people were employed in the Pilbara in 2018, with mining and construction making up more than half of employment. On average, people employed in the Pilbara earn more than double that of the average Western Australian. Unemployment in the Pilbara is around 3%, which is more than three percentage points below the WA average.

However, there are some significant challenges and contradictions, particularly in the more remote areas of the Pilbara which are characterised by weak labour markets and low labour force participation stemming from a lack of economic development.



176 JOBS

336 JOBS



While diversification of the economy is a core objective of the Commission, the immediate future of the Pilbara is intrinsically linked to the extractive resource industry, notably its cyclical nature of construction and production.
The construction phase of projects can bring in thousands of additional workers into the region who leave when the projects are complete.
New projects create hundreds of new ongoing roles in the region.

The Pilbara is entering a new construction phase, with major projects commissioned by BHP, Woodside Energy, Rio Tinto and Fortescue Metals Group all coming online in the next five years. Across the region in 2019, we are tracking 78 major projects that are either under consideration or committed to, each with a capital investment of more than \$1 million. The total capital expenditure of these projects is more than \$117 billion – a level not seen in the Pilbara since the economic expansion of the late 2000's.

Given the trend towards residential employment instead of the dominant fly-in, fly-out model, new projects will begin to have greater impact on the communities around the Pilbara. More than 10,000 new production roles will be created, if all 78 projects go ahead. This influx of new, potentially residential positions will have a profound effect on the job market, property market, infrastructure and services of our regional communities. The Commission is undertaking forecasting to better understand what the Pilbara needs to meet the demands of these new investments.

Purpose of Commissions

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

Under the Act, each Commission is responsible to the Minister for Regional Development, who 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 Act. As such, the Commissions respond to key State Government initiatives, such as the <u>Diversify WA</u> economic development framework, <u>whole-of-government targets</u> and its election commitments. Priorities in these initiatives that are of high relevance to the Commissions include:

- Sharing Prosperity: better outcomes for all Western Australians;
- Delivering stronger regional economies; and
- Extra 30,000 jobs in the regions by the year 2024.

Regional development framework

The <u>Western Australian Regional Development Trust</u> (the Trust) is an independent statutory advisory body that provides advice to the Minister for Regional Development In 2019, the Trust defined regional development as 'the sustainable economic development of regional Western Australia cooperatively with that of the metropolitan area'. The Trust's vision for regional development is 'a diversified economy, that is independent of non-renewable resource extraction'.

"Regional development done well generates values chains that provide follow-on economic benefits throughout the State and for future generations."

WARDT Annual Report 2018-19 Chair's Forward

New industry and energy sector development

2.

1.

Industry growth and diversification

Strategic themes for regional development in Western Australia

These themes are an important mechanism for aligning effort across the regions while still allowing for regional priorities. The Trust has developed these themes with that focus and need for flexibility in mind. The Pilbara Development Commission's Strategic Goals are aligned with these themes.

Organisational excellence

Regional living standards

3.

Aboriginal economic development

Pilbara Development Commission

Strategic Goal 1

Prosperous and diverse economy

Mandra Standalant

The Pilbara's economy will continue to be underpinned by the resources sector. As the region's largest employer and most significant economic contributor, a growing and sustainable resources sector will be crucial to the future prosperity of the region.

Development opportunities that leverage existing industrial activity offer new sources of locally-generated wealth and employment. The Commission continues to actively seek new opportunities to increase the diversity of the region's major industries, while supporting established industries and businesses.

Small to medium businesses are also important to the region's economic and employment base. Currently underdeveloped in the Pilbara, this sector provides another avenue for diversification and growth.

To meet the region's growth aspirations the Commission and its partners will need to ensure a pipeline of development-ready land and economic infrastructure to support future growth and development. The Commission has identified new industries that will diversify the region's economy. We will continue to work to develop relationships and partnerships that will support these industries to develop and grow. We will connect proponents into government where appropriate and look to develop policies and other instruments to address obstacles and barriers.

Key sectors which offer significant opportunity for development or growth in the Pilbara:

- New resources sand, magnesium, cobalt, sulphate of potash;
- Logistics, engineering and supply chains;
- Innovative technology;
- Small to medium enterprises;
- Agriculture;
- Aquaculture;
- Energy;
- Tourism; and
- Arts and culture.

The Commission will achieve this strategic Goal by:

- Working with the region's established industries and businesses to support them to remain strong economic contributors;
- · Identifying, seeking out and attracting investment to the region for new industries and businesses;
- Ensuring there is a pipeline of land and economic infrastructure to support growth and development;
- Leveraging industry and government funding for high quality projects; and
- Delivering on transformative opportunities to drive down the cost of doing business in the region.

hool sports carnival, Roebourne

Strategic Goal 2

Regional liveability

Liveability is the foundation of vibrant and sustainable communities. Improved liveability will support the attraction and long-term retention of Pilbara residents. This can be achieved through investment in collaborative partnerships and distinctive cultural assets that shape the Pilbara's identity.

Diversity of people and culture is a common trait of successful towns and cities around the world. It is also a key measure of liveability and is essential at both an economic and social level. It is defined by places that celebrate their rich history and culture and that allow their residents to engage in authentic experiences providing them with a strong sense of identity and civic pride. Also critical to the liveability of regional communities is the availability and delivery of supportive social infrastructure and key services. Access to choices in high quality education, health services, housing, childcare and connectivity delivered through modern infrastructure and innovative technologies is critical to the wellbeing and retention of Pilbara residents.

The Commission continues to actively seek new opportunities to support vibrant and sustainable communities that are inclusive, diverse, accessible, healthy and safe.

The Commission will achieve this Goal by:

- Celebrating and promoting the Pilbara's unique attributes and distinctiveness, particularly its rich history, diversity and Aboriginal heritage and culture;
- Supporting the delivery and access to appropriate levels of services for all Pilbara residents;
- · Creating vibrant public places that enable social and cultural exchange and interaction;
- Promoting the Pilbara as an attractive place to live and work; and
- · Leveraging government funding for high quality projects.



Although the Pilbara economy has grown strongly over the past decade, Aboriginal people, who represent 14 per cent of the Pilbara's population, are six times more likely to be unemployed than non-Aboriginal people in the region, and on average earn less than one third of the household income of non-Aboriginal households.

There has been significant improvement in the level of employment of Aboriginal people over the past decade, particularly in the resources sector through setting employment targets. However, more needs to be done to improve the participation of Aboriginal people in the broader economy. The Commission will seek to:

- 1. Encourage workplace participation and improve access to skills development and jobs;
- 2. Strengthen foundations to create an environment that supports economic development; and
- 3. Support entrepreneurship and the growth of Aboriginal businesses.

The Commission will achieve this Goal by:

- Delivering transformational projects with Traditional Owners in the region;
- Providing advice and support to build the capacity of Aboriginal businesses and organisations;
- Initiating a pilot project to develop culturally appropriate and flexible job design to support Aboriginal involvement in employment pathways; and
- · Identifying projects that deliver job opportunities and economic development 'on country'.



The Commission's responsibilities call for talented and highly skilled people to operate under and apply good governance principles. We recognise that collaborative engagement across a range of stakeholders is essential to the success of regional development and growth in the Pilbara.

Transformative partnerships enable the leveraging of collective resources to maximise impact. They contribute to fundamental change, innovation and advancement by adopting a common vision underpinned by shared values. The Commission is committed to building and sustaining partnerships based on mutual trust and respect to share knowledge and inform decision making.

The Commission will achieve this strategic Goal by:

- Being a trusted partner of choice for regional development;
- Encouraging thought leadership and out-of-the-box thinking;
- Applying an evidence-based, decision-making framework to all activities;
- Collecting, managing and communicating the best available information about the Pilbara; and
- Being an accessible organisation by ensuring effective communication between staff and stakeholders.

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

Employees will be 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.

The Commission will achieve this strategic goal by:

- Encouraging, modelling and supporting behaviours, actions and decisions that embody our core values;
- Seeking opportunities to enhance staff capacity building and promote professional development;
- · Investing in the resources and time required to attract and retain quality talent;
- Ensuring staff are positioned to apply good governance principles; and
- Supporting all staff to engage in cultural awareness training.

Goals and deliverables

The following table outlines the specific goals of the Commission and how these will be delivered, plus Performance Indicators for each goal.

Strategic Goal	Initiatives	Deliverables	Performance Indicators	
	Identify and drive new opportunities for value adding to major industries and provide appropriate support for major new businesses to establish	Encourage and support major new renewable energy projects for the region	The number of new projects with legacy outcomes	
		Encourage and support value adding businesses and a diversified mining sector		
		Identify and unlock synergies in industry supply chains, creating regional hubs in the region	commenced in the region	
		Work across government to develop a policy pathway for mine repurposing		
	Work with the region's established industries and businesses to	Local projects, local jobs with a strong focus on the resources sector	Percentage of government contracts won by local	
		Strong partnerships with local chambers of commerce and industry and State-wide industry bodies	companies Sponsorship of joint events and	
	ensure they remain strong contributors	Sponsor programs that celebrate and encourage entrepreneurship and business	initiatives with chambers of commerce and industry	
1. Prosperous and diverse economy	Provide appropriate support and attract investment to the region for new industries and businesses	Agriculture – Northern Beef Development, Transforming Agriculture in the Pilbara and WA Tropical Research Institute Aquaculture - Fresh oysters	Successful pathways for new	
		Tourism – activate the Karijini, Murujuga and Millstream- Chichester national parks	agriculture, aquaculture and tourism businesses	
		Promote the region and its comparative advantages through publications, events etc.		
	Ensure that there is a pipeline of land and economic infrastructure to support growth and development	Ensure that the local economy is monitored and planning is in place for growth	Regular production and dissemination of economic trends and analysis reports Spoilbank Marina detailed	
		Work with other government organisations to ensure industrial land is available for growth		
		Manage and lead government funded infrastructure developments - Spoilbank Marina, business enterprise centres	design completed and	
	Focus on key factors that will drive down the cost of doing business in the Pilbara	Drive transformational initiatives through macroeconomic and freight aggregation studies and advocacy	Complete the economic analysis of freight aggregation and	
		Facilitate a direct liner sea freight service into the region (Dampier) from a key Asian port	facilitate opportunity capture Fund analysis of the economic impact of lower energy prices based on renewables	
		Catalyse opportunities for large scale renewable projects to transform energy prices		
	Capture and support funding opportunities for projects which will support economic diversification of the region	Regional Economic Development Grants and understand other grant funding opportunities		
		Support Aboriginal groups to identify and apply for funding to support strategic projects	All grant submissions approved and successfully implemented and acquitted	
		Maintain strong working relationships with Developing Northern Australia (including Northern Australia Infrastructure Facility, Cooperative Research Centre for Developing Northern Australia)	Percentage of projects with an Aboriginal proponent or Aboriginal economic focus	
		Be a catalyst for linking industry and business projects to positively impact the regional economy		

Strategic Goal	Initiatives	Deliverables	Performance Indicators	
2. Regional liveability	Support the delivery and access to appropriate level of services	Facilitate and lead meetings of senior State government officers to plan for services and infrastructure	Meet with regionally based senior officers on a regular basis. Be represented at Regional Leadership group meetings	
	Promote the Pilbara as an attractive place to live and work	Collaborate with local government and community stakeholders to reposition the perception and identity of the Pilbara region	Active engagement with initiatives that promote the	
		Support events and projects that promote the region both nationally and internationally	region e.g. OECD conference	
	Improve education outcomes and support life-long learning	Support the development and success of the Pilbara Universities Centre	An increase in the number of students participating in tertiary education in the region An increase in school attendance rates across the region An increase in the number of Martu students engaging in secondary education and Vocational Education and Training programs	
		In partnership with Puntukurnu Aboriginal Medical Service and Western Desert Lands Aboriginal Corporation, support the delivery of the Jiji project and the Newman Residential Facility for Martu Students		
		In partnership with Department of Education, ensure positive outcomes from the Pilbara Partnerships for Student Success project		
3. Aboriginal economic participation and prosperity	Support Aboriginal Economic Development	Deliver transformational projects with Aboriginal groups		
		Drive new approaches to Aboriginal involvement in employment pathways in contracts/projects	Monitor, report and analyse Aboriginal components of regional statistics Support an annual Aboriginal business forum on the Kimberley/Pilbara	
		Develop a pilot project supporting new approaches to job design		
		Provide advice and support to build capacity of Aboriginal businesses and organisations		
	Celebrating and promoting the Pilbara's unique attributes and distinctiveness, particularly its rich history, diversity, Aboriginal heritage and culture	Continue the delivery of the Pilbara Town Based Reserves project	Three communities have transition plans, funding approved and agreed action being taken A Regional New Industries	
		In partnership with key stakeholders, support the delivery of the Pilbara Creative and Cultural Industries Strategy	Fund project with partners funded to deliver improved economic outcomes from protected Indigenous intellectual property	

Goals and deliverables (continued)

The following table outlines the specific goals of the Commission and how these will be delivered, plus Performance Indicators for each goal.

Strategic Goal	Initiatives	Deliverables	Performance Indicators	
	Being a trusted partner of choice for regional	Communicate the regional development role of Commissions to ensure understanding of purpose Act consistently and respond positively to opportunities	Number of interactions with other Departments and businesses including working groups	
	development	that align with regional priorities		
	Encouraging thought leadership and out of the box thinking	Activate the Innovation Hubs and link cross regional and inter-regional initiatives	Our network of Innovation Hubs are connected and delivering impactful events	
,		Apply for funding from the Regional New Industry Fund and other funds to support transformational thinking	and programs	
4. Organisational excellence -	Collecting, managing and communicating the best available information about the Pilbara and applying it in an evidence-based decision making framework	Deliver the Housing and Land, and Commercial Property Snapshots	The Commission is valued as a source of regional information and intelligence	
Transformational partnerships		Deliver a regular economic activity publication		
		Maintain and use REMPLAN to enable future planning and support proactive policy development and advocacy		
	Being an accessible organisation by ensuring effective communication between staff and stakeholders	Maintain and use our stakeholder management system	Our presence in social media via LinkedIn is growing We produce regular media	
		Provide timely and relevant information through stakeholders - newsletters, publications and media	items of relevance to regional stakeholders	
	Encourage modelling of supporting behaviours, actions and decisions that are aligned to our core values	Implement our values plan	Our annual survey evaluates our performance against our values and it is stable or improving	
		Recognise and celebrate values-based behaviours	Values proactively discussed at all staff meetings	
Organisational excellence -	Seek opportunities to enhance staff capacity and promote professional development	Provide personal career development opportunities, including mentoring and coaching	All staff have a current MyPlan identifying personal development opportunities	
Skilled and capable people		Ensure MyPlan is being used effectively to underpin staff performance		
	Ensure all staff are positioned to apply good governance practices	Code of conduct to be part of all MyPlan discussions to support ethical decisions and actions	100% compliant	

Strategic Goals	Initiatives	Deliverables	Performance Indicators	
	Meet the governance	Carry out an annual audit, annual report and other reports as required	No major risks in annual Office	
	RegionalinductionDevelopmentCommissions ActAccountable and ethical decision	Ensure all Board members are provided with appropriate induction	of the Auditor-General audit Internal audit risks are mitigated	
		Accountable and ethical decision-making training is completed by all Board members		
4. Organisational excellence -	Provide effective support to the Chair and Board	Hold Board meetings on a regular basis with timely papers and response to actions arising	Board papers and minutes are prepared in a timely manner	
The business of		Prepare Board papers that are topical and concise	Process and recommendations regarding Board	
the Commission		Ensure that all Board member positions and current vacancies are quickly replaced	positions are in accordance with the <i>RDC Act</i>	
		Briefing notes, parliamentary question responses and other requests are handled effectively and efficiently		
		Lead committees and taskforces as required	Target 100% on time briefing notes, parliamentary question responses and other requests	
		Support the Minister and other Ministers on regional events and visits		

Evaluating and monitoring against our values

Every year, the Commission employs an independent market researcher to interview its stakeholders. This annual survey is a key evaluation measure to inform the Commission about the effectiveness of its work against its values.

In the 2019 survey, more than 88% of the respondents agreed with the Commission's five values statements, as shown in the table below. The Commission will continue to monitor its performance against these five values, which underpin our ability to get the job of regional development done.

Strategic goals	2017-18 result	2018-19 result
The Pilbara Development Commission demonstrates excellence in its decisions, behaviours and actions	88%	88%
The Pilbara Development Commission acts ethically, honestly and with transparency	89%	92%
The Pilbara Development Commission staff are positive and supportive of stakeholders and the community	94%	95%
The Pilbara Development Commission connects and collaborates with stakeholders to inform strategic decision making	94%	91%
The Pilbara Development Commission inspires, leads and delivers outcomes that make a difference for the region	90%	89%



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https://www.linkedin.com/company/pilbara-development-commission

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