

Pilbara Development Commission

# Annual Report 2023 - 2024



# Welcome to our 2023-24 Annual Report

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

## Formats

To reduce printing costs and environmental impact, this report has been published in an electronic 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 (08) 6551 7500 or send us an email via [pdcc@pdcc.wa.gov.au](mailto:pdcc@pdcc.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 via [pdcc@pdcc.wa.gov.au](mailto:pdcc@pdcc.wa.gov.au)

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# Statement of Compliance

For the year ended 30 June 2024

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

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



**Mr Simon Taylor**  
Chief Executive Officer  
6 September 2024

*Image: Hearson Cove  
Credit: Dan and Zora Avila*



# 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.



Artist: Alice Guinness  
Artwork Name: Burndud Ground

## Annual Report Feature Artwork

The Pilbara Development Commission is honoured to have licensed this year's Annual Report feature artwork from Yindjibarndi Artist, Alice Guinness.

## About the Artist

Alice Guinness is a Yindjibarndi woman who was born at Goodabinya. Alice has been painting for many years at art centres across Roebourne. The majority of Alice's work focuses on two stories the Burndud/Bundut Circle and the Bajilia (caperbush).

## About the Artwork

The Burndud/Bundut circle, is an important site and story on Yindjibarndi Ngurra and in Yindjibarndi culture. The Burndud was the first law ground made by the Marrga (creation spirits) who made the Yindjibarndi language, culture and law back in Ngurra Nyujunggamu (when the world was soft).

Alice paints the Burndud repetitively, using a range of striking bold colours. This symbol and her paintings have become iconic in the region.

*The images in this artwork embody traditional knowledge of the Yindjibarndi community. Dealing with any part of the images for any purpose that has not been authorised by the custodians is a serious breach of customary laws of the Yindjibarndi community and may also breach the Copyright Act 1968 (Cth). For enquiries about permitted reproduction of these images and cultural consents to use the traditional knowledge embodied in this work, contact Juluwarlu Art Group.*



# Contents

<b>Statement of Compliance</b>	<b>3</b>
<b>Overview</b>	<b>6</b>
Chair's Foreword	6
Chief Executive Officer's Report	8
Performance Highlights	12
Operational Structure	14
Performance Management Framework	22
Work Inclusiveness Statement	23
<b>Agency Performance</b>	<b>24</b>
Strategic Goal One: Regional Liveability	24
Strategic Goal Two: Economic Development, Diversification and Innovation	30
Strategic Goal Three: Aboriginal Empowerment and Prosperity	40
Strategic Goal Four: Climate Resilience and Low Carbon Transition	45
Strategic Goal Five: Organisational Excellence	49
Annual Stakeholder Survey 2024	51
Financial Targets Summary	52
<b>Disclosures and Legal Compliance</b>	<b>53</b>
<b>Financial Statements</b>	<b>54</b>
<b>Audited Key Performance Indicators</b>	<b>75</b>
<b>Other Statutory Information</b>	<b>81</b>
<b>Auditor General's Independent Report</b>	<b>82</b>

Image: Tom Price landscape  
Credit: Mary Manov



# Overview

Image: Karijini National Park  
Credit: Dan and Zora Avila

## Chair's Foreword

**I am delighted to present my first Annual Report as the Chair of the Pilbara Development Commission Board. It is a privilege to have been offered the opportunity to continue to play a role with the Commission, and in the ongoing development of the region. I want to welcome Simon Taylor, our new CEO, who commenced work with the Commission this year. Simon brings a passion for the Pilbara, valuable executive experience, and enormous drive to the role. I look forward to working with Simon and making progress on the great work of the Commission team.**

The powerhouse Pilbara continues to grow, with its importance to both the state and national economies increasing. The GRP has climbed to \$87.2 billion (up from \$77.8 billion in 2022), and exports from the region are approaching \$200 billion. This equates to 80% of Western Australia's and 50% of Australia's resource and energy exports.

With an investment pipeline exceeding \$175 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 LNG continue to dominate the region's export output, and significant new projects are 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.

In the future, 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. This includes proposals for green

steel production, hydrogen, and other mineral processing.

Whilst the Pilbara's future is positive, the current liveability issues faced by the region's residents are challenging. Accommodation shortages have persistently been a concern for the Pilbara community, and this year has been no exception. The demand for housing is forcing up costs and presenting difficulties in attracting and retaining skilled workers in a globally competitive environment. In addition, the shortage of early childhood education and care places is impacting on attracting and retaining skilled workers.

Of concern is inequality in the region. 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 receive the same level of opportunity, quality of life, and access to services.

A fundamental role of the Board is good governance. I proudly report that the Commission received a Gold Lonnie for its 2022/23 Annual report. This achievement demonstrates a strong culture of excellence in the team and a commitment to good

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



governance and integrity. The contribution of the Board to reviewing policies, developing and activating a quality risk framework, and working strongly to the Commission's values was important to this success. I thank the Board members for their 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 and government to deliver transformative projects that will make a lasting impact. Through these partnerships, we can overcome challenges, harness collective expertise, and drive innovation for the betterment of our state.

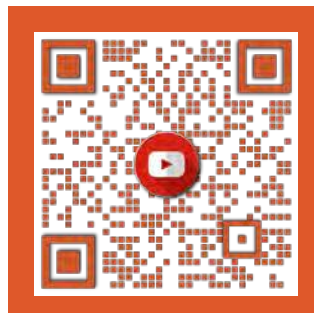
Looking ahead, we remain steadfast in our commitment to fostering a diverse and resilient economy that benefits all members of the Pilbara community. We will continue to embrace innovation, collaboration, and sustainable practices as we navigate the challenges and opportunities that lie ahead.

On behalf of the Board of Directors, The Commission looks forward to working with businesses and the community to continue to build a prosperous and sustainable future for the Pilbara.

Yours sincerely,

**Terry Hill AM**  
Chair

*To hear more from Terry Hill AM on the achievements of the Commission over the past twelve months, scan the QR code below.*





“

**It is vital that the Commission continues to serve as a catalyst for innovation and actively contributes to the region's 'can do' ethos, which will remain essential to the Pilbara's ability to secure investment.**



## Chief Executive Officer's Foreword

**The continued growth and opportunity in the Pilbara from both existing and future industries is remarkable. The region plays a vital role in the state and national economies, while its' minerals and energy exports are crucial to the global economy.**

The region is not just rich in minerals and conventional energy resources. The World Bank identifies the Pilbara as the world's most prospective region for generating low-cost solar energy. Looking ahead, almost half of the future investments planned in the region, comprise of clean energy projects, which positions it to make a major contribution to decarbonisation, both locally and globally. There are also many exciting opportunities in downstream mineral processing and manufacturing, which are critical to diversifying the region's and state's economies and driving sustained job growth.

The Commission is strongly committed to supporting this new investment in the region and the opportunities it presents for local businesses and Traditional Owners, while ensuring the Pilbara's livability continues to improve. The last 12 months have seen substantial progress on several Commission-led projects that will help underpin new industries and improve social and environmental outcomes in the region.

The Commission is working closely with the Department of Jobs, Tourism, Science and Innovation, on the \$140 million Pilbara Hydrogen Hub project, which is co-funded by the State and Federal Governments and will deliver common use infrastructure for emerging clean energy industries in the region. As part of the project, the Commission is leading the delivery of the Clean Energy Training and Research Institute (CETRI) and has recently received

tenders for its detailed design, which will be a focus of the Commission over the year ahead.

Environmental rehabilitation in the region is both an enormous challenge and an immense economic opportunity, especially for Aboriginal organisations. In response, the Commission is leading (in partnership with the Kimberley and Goldfields Esperance Development Commissions) the \$4.4 million Northern Native Seed Industry Development Initiative, which is focused on developing the capacity of Aboriginal organisations to produce seed for rehabilitation projects. Industry support and partnerships with Aboriginal organisations involved in this initiative will be critical to its success, and I would like to thank the companies that have engaged so far.

The Commission is very active in collaborating with Aboriginal and community organisations, local governments, industry, and state agencies to improve and sustain critical social services in the region. In the last year, this work has continued to support projects across the region focusing on improving outcomes for Aboriginal youth. The Commission recognises industry's interest in contributing to these projects and looks forward to establishing new projects with the sector's support in the coming months.

Over the past year the Commission has initiated several important studies with partners to understand the infrastructure needs of regional and



remote Aboriginal community arts centres as well as their needs in terms of commercial capacity. These studies will provide a strong platform for investment which can support further growth and opportunity in this important sector.

The need for increased housing supply remains an acute focus in the region across community and industry. A joint study between the Commission and the City of Karratha (with support from the Chamber of Minerals and Energy) has highlighted the portion of the future investment pipeline in the City of Karratha alone could underpin a residential population increase of up to 7,500 people by 2030, which is indicative of similar pressures across the broader region.

Over the coming year, the Commission will progress a study that examines the role of housing as an economic enabler and the value that can be derived at local, state and national levels, from sustained investment in housing supply. Alongside this, the Commission will also start examining pathways that can contribute to incremental improvements in reducing the costs and time involved in delivering housing in the region.

Advances in logistics and transport remain a priority for the Commission. The progress towards the completion of the Red Dog (Manuwarra) Highway, along with the enhancement of sea freight facilities at Lumsden Point in Port Hedland, are positive developments and will help underpin future prosperity and economic diversification. Over the last year, the Commission has contributed several studies that can support future investment decisions in improving logistics and transport in the Pilbara and will continue this work in the coming year.

Small business development is another important and ongoing focus for the Commission. In the last 12 months, the Commission has continued to expand its local content network and has worked closely with the local Chambers of Commerce and Industry to support training and skills development that will increase local business capability.

The Commission warmly welcomes the continuing work by Traditional Owners and government agencies to establish Murujuga on the World Heritage List and the recent announcement that the Fortescue Marsh will be the location of one of WA's newest conservation reserves. Both these initiatives raise the profile of the immense cultural and natural values of the Pilbara and are important steps to ensure their long-term protection. They also further encourage tourists to experience the many magnificent experiences on offer across the region.

It has been a privilege to take on the role of CEO since I commenced in March 2024. I see the collaboration and partnerships the Commission fosters across community, industry, and government as fundamental to our ongoing success in delivering positive outcomes in the region. I also see it as vital that the Commission continues to serve as a catalyst for innovation and actively contribute to the region's 'can do' ethos, which will remain essential to the Pilbara's ability to secure investment.

I would like to acknowledge the tremendous contribution to the Pilbara of the Commission's former CEO, Terry Hill, during his nine years in the role. Terry's initiative, strategic thinking and collaborative spirit has played a vital role in driving and supporting growth in the region and marked improvements in local livability. I am pleased to have the opportunity to work with Terry in his new role as Chair of the Commission. I would also like to acknowledge the contributions of the former Chair, Tim Larkin, and outgoing Board member, Margaret Bertling. Trish Barron and Michael Heap have also played vital leadership roles over the last year both as acting CEOs and Directors and, along with the broader Commission team, have underpinned a smooth and stable transition.

Finally, I would like to thank our Board and many partners in the region for their support and sincere commitment to enhancing the prosperity, economic diversity, and livability of the region. On behalf of the Commission team, we look forward to continuing our work together, over the coming 12 months.

Yours sincerely,



**Simon Taylor**  
Chief Executive Officer





2,900km  
from Singapore

1,200km  
from Perth

## Our Pilbara

### Four Local Government Authorities

City of Karratha

Town of Port Hedland

Shire of Ashburton

Shire of East Pilbara

### Four National Parks

Millstream Chichester National Park

Karijini National Park

Karlamilyi National Park

Murujuga National Park





2023 - 2024



**50,000+**

years of continuous occupation



**31**

**Aboriginal**

language groups



**\$9.5  
billion**

in State royalties



**\$87.225  
billion**

Gross Regional Product



Pilbara population

**59,961**



**19%**

are Aboriginal



**27%**

born overseas



**33**

median age

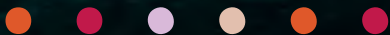


Image: Reef flat, Western Australia  
Credit: Swift Hound Media



## 2023 - 2024 Highlights

**600+ delegates**

attended the 2024 Pilbara Summit

**\$16.1 million**

of State Government contracts  
awarded to Pilbara SMEs

Nearly  
**\$200 billion**  
**in exports**

from the Pilbara region

**218 Government**

tender opportunities

**156**  
**participants**

in The Age Retirement  
Accommodation Survey

The half yearly Housing and Land  
Summaries were shared with over  
**200 stakeholders**

Four Pilbara projects shared in

**\$757,737**

of RED grant funding

**\$140 million**

of combined funding secured for  
the Pilbara Hydrogen Hub

Provided  
**\$107,500**

in sponsorship to 18 regional  
events and initiatives

Regional Drought Resilience Planning  
Program consulted with more than  
**70 stakeholders**

**1,000**

new followers on LinkedIn



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



*Their availability and appreciation of the local context and their willingness to share insights.*

*How collaborative they are with other government agencies.*

*They have great local awareness, advocacy and knowledge.*

*They have extremely good knowledge from a networking and project perspective, and their presence in the region allows them to provide up-to-date and relevant information.*

*They are working to improve engagement and outcomes for stakeholders and people in the region. Professional and knowledgeable staff, invaluable assistance and an excellent stakeholder.*

*They make efforts to promote diversification and sustainability, and they engage with our Aboriginal community very well.*

*Their positive attitude towards challenges. Their responsiveness. Their funding initiatives.*

*Quick and easy access to information. The professionalism of staff who understand the region.*

*The work they do to bring conferences and people together in the Pilbara.*

*Quotes taken from anonymous responses to the 2024 Annual Stakeholder telephone survey conducted by Advantage Communications and Research)*



*Image: Sunset Mt Robinson in Karijini National Park  
Credit: Hideaki Edo*



# Operational Structure



*Image: Tidal flats with natural channels near Cossack  
Credit: Hans Wismeijer*

## 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 and local government nominations 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 is recognised through the Regional Development Commission Act 1993 (the Act). The Act established Regional Development Commissions to coordinate and promote economic development to maximise prosperity and wellbeing for the regions and for WA.

The objectives of the Commission under the Act are:

- Maximising job creation and improving career opportunities in the region
- Developing and broadening the economic base of the region
- Identifying infrastructure services to promote economic and social development within the region
- Providing information and advice to promote business development within the region
- Seeking to ensure the general standard of government services and access to those services in the region is comparable to that which applies in the metropolitan area; and
- Taking steps to encourage, promote, facilitate and monitor the economic development in the region.

## How we work

The Commission works to make the Pilbara an even better place to live, work, invest and visit, by developing and supporting initiatives that align with our Strategic Plan. Our strategic plan sets out how we will achieve our vision for the Pilbara with a list of measurable actions against four strategic goals.





## Our Vision

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



## Our Purpose

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



## Our Values

The Commission is a values driven organisation 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 goals

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

1. Regional Liveability
2. Economic Development, Diversification and Innovation
3. Aboriginal Empowerment and Prosperity
4. Climate Resilience and Low Carbon Transition
5. Organisational Excellence

*A summary of our achievements against these strategic goals is included in the Agency Performance section of this report on page 24.*

Image: Pilbara Sky  
Credit: Kevin Mitchell



# Our People

Organisational chart as of 30 June 2024

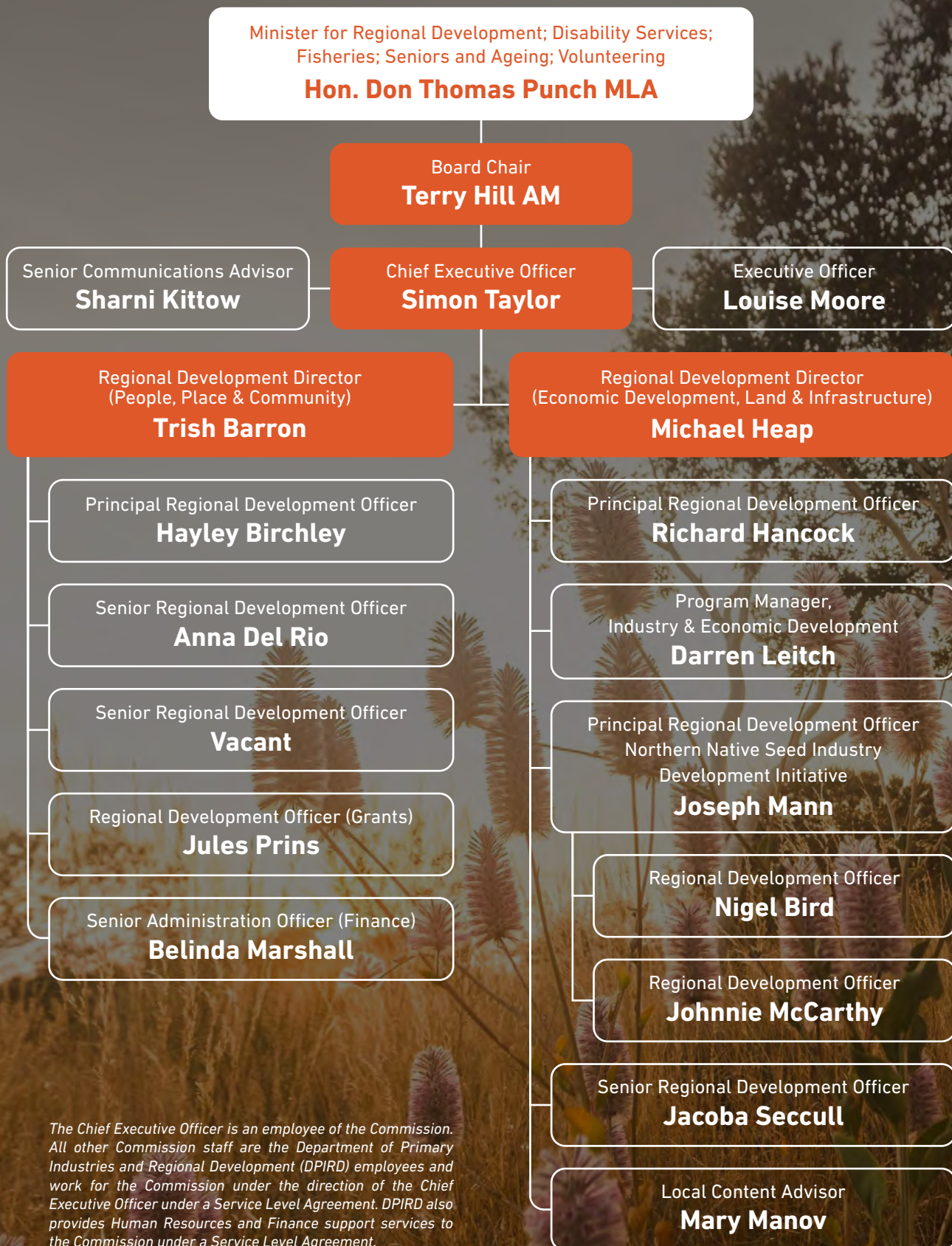


Image: Grasslands of the Pilbara  
Credit: Kevin Mitchell



## Our Minister

The Commission is responsible to the Minister for Regional Development; Disability Services; Fisheries, Seniors and Ageing; Vounteering, the Hon. Don Thomas Punch MLA. The Minister has the power to direct the Commission, either generally or with respect to a particular matter, on the exercise and performance of its powers, functions and duties under the *Regional Development Commissions Act 1993*.

## Our Board

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

The Board is made up of seven members who each contribute skills, experience and knowledge that benefit the Commission and the region. Membership comprises of 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.

The Board strives to meet in different towns across the Pilbara to enable its members to connect with local stakeholders to gain an insight into the issues facing the region and the priorities for regional development. Six Board meetings were held in 2023-24, in Newman, Karratha (twice), Port Hedland (twice), and Tom Price.

The table to the right details the attendance of each Board member during the reporting period, based on eligibility to attend.

<b>Terry Hill AM</b>	<b>5/5</b>
<b>Tim Larkin</b>	<b>1/2</b>
<b>Simon Taylor</b>	<b>2/2</b>
<b>Trish Barron (as A/CEO)</b>	<b>1/1</b>
<b>Michael Heap (as A/CEO)</b>	<b>2/2</b>
<b>Daniel Scott</b>	<b>1/2</b>
<b>Brett Ellacott</b>	<b>6/6</b>
<b>Sara Slattery</b>	<b>3/6</b>
<b>Anne Mitchell</b>	<b>4/5</b>
<b>Wendy McWhirter-Brooks</b>	<b>6/6</b>
<b>Margaret Bertling</b>	<b>2/2</b>



Hon. Don Thomas Punch MLA





## Current Board members

### **Terry Hill AM**

**Chair**

**Ministerial Appointment**

**Term 2023 – 2026**

Terry Hill AM has been Chair of the Pilbara Development Commission Board since November 2023, having previously held the position of Chief Executive Officer for more than eight years. He has held several senior roles in the Western Australian Government, including Acting Director General of the Department of Primary Industries and Regional Development. Mr Hill 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, and 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. He 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 AM 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**

Simon Taylor joined the Commission in March 2024 and has lived in the Pilbara for the last five years, undertaking senior executive roles within the Department of Communities and the Department of Water and Environmental Regulation. He also has extensive experience in central government roles having worked at the Department of the Premier and Cabinet between 2007 and 2018. Mr Taylor has significant leadership experience in regional service delivery, policy development and whole of government project design and implementation. He holds an executive Masters in Public Administration and Bachelor of Laws and Sustainable Development. He has a passion for the Pilbara and the role of community engagement, collaboration and local, state and national government working together to deliver positive economic and social outcomes.





## **Sara Slattery**

### **Community appointment**

**Term 2019 – 2025**

Sara Slattery is a career practitioner with extensive experience working for employment services and Aboriginal-owned organisations in the Pilbara.

She was the Inaugural RRK Traditional Owner Chief Executive Officer & Board Chairman of Robe River Kuruma Aboriginal Corporation RNTBC. Ms Slattery has held other leadership roles in a range of Pilbara Aboriginal and non-Aboriginal organisations, including in Roebourne and South Hedland, utilising her unique expertise on Native Title & Aboriginal Economic Independence.

Ms Slattery is a Robe River Kuruma native title holder, and currently lives in Wickham.



## **Brett Ellacott**

### **Community appointment**

**Term 2020 – 2025**

Brett Ellacott, a mechanical engineer turned technology entrepreneur, is the Director of 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 is 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**

Anne Mitchell is a Pitjikirli 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**

Wendy McWhirter-Brooks has decades of experience in agriculture, education and community development as an agricultural enterprise operator and a teacher. She is currently the Deputy President of the Shire of East Pilbara, and is a member of a number of committees including the 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**

Daniel Scott was born and raised in the Pilbara, spending his childhood in Dampier and the last 14 years in Karratha. He is the Director of North West Brewing Company and has served as a City of Karratha Councillor for the past eight years and he recently became Karratha's first publicly elected Mayor. He has a rich background in economic development, strategic planning, and community engagement. Mr Scott's understanding of the Pilbara's unique landscape is enhanced by his appreciation for its potential in driving economic prosperity and diversification, and his commitment to the Pilbara community is shown through his active involvement in local initiatives. Mr Scott's vision for the Pilbara includes its economic transformation and the enhancement of its liveability and sustainability, promising 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 17, led by the Chief Executive Officer who is responsible to the Board Chair as illustrated in the organisational structure on page 16.**

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

Internally, the Commission's leadership team consists of the Chief Executive Officer and two Regional 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 Taylor joined the Commission in March 2024 and has lived in the Pilbara for the last five years. He is based in Karratha and regularly travels across the region.

See full profile on page 18.



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

Ms Barron is the longest serving member of the Commission staff, having started work 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, Mr Heap now leads a team based in the Pilbara, who work to ensure the region grows a diverse and sustainable economy. Mr Heap's professional background is in research and analytics. 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 WA, in particular the economic powerhouse of the Pilbara.



# Performance Management Framework

**The State Government has four goals that guide the high-level policies and priorities that support its vision. The Commission contributed to the government's goal of 'Better Places' by supporting the economic and social development of the Pilbara.**

## Outcome based management framework

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

As a result of the Machinery of Government changes, the Department of Treasury advised that 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 Goal</b>	<b>Better Places: A quality environment with liveable and affordable communities and vibrant regions</b>
<b>Outcome</b>	<b>Enhancement of the Pilbara region's economic and social development</b>
<b>Services</b>	<b>1. Regional Development</b>
<b>Key Effectiveness Indicator</b>	<b>Extent of client satisfaction that the Commission makes a positive contribution to economic and social development of the Pilbara</b>
<b>Key Efficiency Indicator</b>	<b>Average operational costs per working hour</b>

## Changes to outcome based management framework

The Commission's outcome based management framework changed during 2023-24 with the previous two services being amalgamated into the single service detailed above.

## Shared responsibilities with other agencies

The Commission did not share any responsibilities with other agencies in 2023-24.



## Workforce Inclusiveness Statement

The Pilbara Development Commission is committed to a diverse and inclusive workplace, as research shows that agencies valuing diversity and inclusion achieve greater staff satisfaction, better customer service outcomes and improved decision making, creating a more connected, motivated, and productive workforce.

As part of the 2023 WA Public Sector Census (conducted by the Public Sector Commission) DPIRD staff assigned to the Regional Development Commission (RDC) 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: Tilotus Exaltatus, Tall Mulla Mulla*  
*Credit: Pilbara Development Commission*



# Agency Performance



*Image: Vivid sunset in the hills of the Pilbara  
Credit: Hans Wismeijer*

## Strategic Goal One: Regional Liveability

### Overview

The Pilbara lifestyle is an attractive option for individuals and families looking for a more relaxed way of living in a regional location, away from the hustle and bustle of big city life. The Pilbara is the gateway to some of Australia's most beautiful natural attractions and landscapes. It offers an abundance of employment opportunities and choices across the whole region not readily available in other locations.

Following significant transformation in the early 2010s, the region is now characterised by high-quality regional living, with modern services and facilities that support strong and thriving local communities. 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 is focused on ensuring all residents have access to appropriate services and the region continues to flourish as a vibrant and connected place that people choose to call home.

The Commission recognises the importance of art and culture in strengthening the communities' sense of place and identity, as well as providing opportunities for learning, individual and collective growth, communication, and reconciliation. In addition, the Pilbara's not-for-profit sector is critical to meeting community needs, fostering social cohesion and it is also an important part of the economy.

As Western Australia recovered from the COVID-19 pandemic, in 2023-24, the Commission proudly supported several art and culture and not-for-profit events across the region.





## Cossack Art Awards

What is now the richest acquisitive art awards in regional Australia, the Cossack Art Awards was created in the early 1990s as the brainchild of former Cossack caretaker Brian Hoey. In the early years, the official Cossack Art Awards were held in the old, restored Bond Store, but as the number of entrants grew, the exhibition expanded into the Post Office and Telegraph historic building, which originally opened in 1885.

Hosted by the City of Karratha for three weeks across July and August, the small town of Cossack attracts hundreds of visitors to view the vibrant artworks, showcasing the very best artistic talent across the Pilbara and Australia. The annual event incorporates an artist in residence and a range of public programs to generate interest in the visual arts and crafts in the Pilbara.

The Commission has been a proud sponsor of the Cossack Art Awards for more than 15 years, supporting an acquisitive art award and creative programs for the community.

## Pilbara for Purpose Community Service Awards

Pilbara for Purpose (P4P) is the peak membership body of the “for purpose” or not-for-profit sector in the Pilbara. Established in 2005 in Port Hedland with the support of the Commission and BHP, P4P has grown to become a trusted and respected peak body that promotes innovation and collaboration across the region’s not-for-profit sector.

Initiated in 2018, the P4P Community Service Awards celebrate the resilience, creativity, collaboration and leadership of community service organisations and

individuals at the heart of the Pilbara communities. The awards are an opportunity for the sector to showcase the great work and achievements of leaders, youth, seniors, volunteers, and organisations who go above and beyond to make a difference in the Pilbara. The Commission has been a proud sponsor of the P4P Community Service Awards since 2019.

## Pilbara Pride Festival

The Pilbara Development Commission is proud to support the Pilbara Pride Festival, an annual event facilitated by the Port Hedland Lesbian, Allies and Gays Society + Inc. (PHLAGS+). Since its inception in 2011, PHLAGS+ has been dedicated to celebrating Pride and diversity in Port Hedland. Incorporated in 2023, PHLAGS+ now collaborates with key community organisations to deliver the Pilbara Pride Festival, which has evolved into a week-long celebration promoting inclusivity and acceptance across the Pilbara region.

The festival, held each June, aligns with global Pride celebrations and includes a variety of engaging events. The parade, a highlight of the festival, unites the community, local businesses, and organisations in a colourful display of support for the LGBTQIA+ community. This year, the introduction of floats and a spectacular show by local industry tug boats added a new dimension to the festivities.

Supporting the Pilbara Pride Festival reflects the Pilbara Development Commission’s commitment to enhancing regional liveability by fostering an inclusive and vibrant community atmosphere. The festival not only celebrates diversity but also aims to attract tourists, support local artists, and boost the regional economy, contributing significantly to the social and economic fabric of the Pilbara.



## Project In Focus

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

### Age Retirement Accommodation Project

As Pilbara communities mature and families are choosing to stay longer in the region, creating intergenerational populations, there is now a greater demand for a diverse range of affordable retirement accommodation in the region. A significant number of people have come to the Pilbara, attracted by the work opportunities and raised their families in employer supplied accommodation. When they retire, many would prefer to remain in the region to be close to their families, but it can be difficult to access affordable accommodation.

In 2023, the Commission initiated a project to investigate the potential for establishing retirement style accommodation in Karratha, consistent with the State Government's aim of supporting safe and

age-friendly communities across the state. Following advocacy by a group of passionate local retirees, who are long term residents of Karratha, the Commission set about identifying the demand for retirement accommodation for the cohort of people who do not meet social housing criteria but will benefit from affordable accommodation in the town.

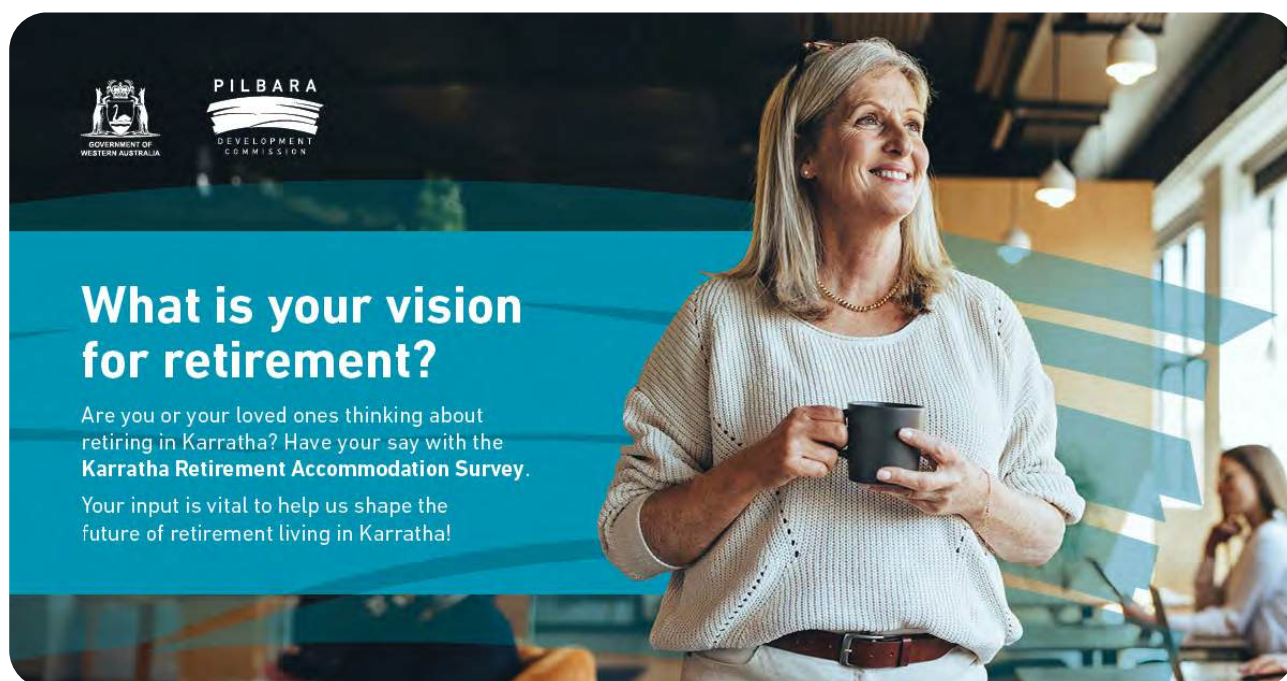
A survey undertaken by the Commission indicated a strong demand for a mix of retirement accommodation for rent or purchase in the City of Karratha.



The Commission is now developing a business case that will be presented to stakeholders and government for consideration. This is based on a development which includes 20 modular dwellings with a mix of accommodation and other facilities including common rooms, shared BBQ areas and visitor parking.

“

**My son lives here and I help to look after my grandchildren so that both my son and daughter-in-law can work.”**

**Glynis Woodward**



## What is your vision for retirement?

Are you or your loved ones thinking about retiring in Karratha? Have your say with the **Karratha Retirement Accommodation Survey**.

Your input is vital to help us shape the future of retirement living in Karratha!

*Survey Graphic from the Age Retirement Accommodation Project, 2024*



## Project In Focus

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

### Pilbara Therapy Services

Pilbara Therapy Services started life in 2014 as a one owner/physio operating out of a small two-bedroom unit in Wickham. Since then, it has grown substantially to include additional physios, occupational therapists, speech pathologists and allied health assistants offering services across the region.

By 2017, Pilbara Therapy Services was offering outreach clinics across the Pilbara providing services in support of chronic disease management to Onslow, Newman, the Western Desert as well as Tom Price and Paraburdoo. This was expanded to Port Hedland in 2019.

In 2023, Pilbara Therapy Services was successful in securing a Pilbara Regional Economic Development (RED) Grant to assist it in establishing a new premium hub for allied health services in the Pilbara. The new facilities include an equipment library for assistive technology, an accessible and inclusive gym, a sensory room, pilates room and multiple treatment rooms.

The Regional Economic Development Grant not only supported the expansion of Pilbara Therapy Services but also the improvement in health and well-being of the Pilbara community.



**We are now able to help change the health landscape of our community in a more effective and proactive way.**

**Hayley Rigby, Pilbara Therapy Services**



To hear more from Pilbara Therapy Services on the impact of the RED Grant on their business, scan the QR code.



*Image: The Pilbara Therapy Services team - Owner David Rigby (far left)  
Credit: Pilbara Therapy Services*





Image: Byron Klein, Hedland Eye Care (left) and Trish Barron, Pilbara Development Commission (right)  
Credit: Pilbara Development Commission

## Looking back on our impact

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

### Hedland Eye Care Byron Klein

Optometrist Byron Klein and partner Jayne relocated from South Australia to Port Hedland with their young family a few years ago to establish Hedland Eye Care. Having lived most of his life in regional and remote areas of Australia, Mr Klein is passionate about improving the eye health of people living in regional areas.

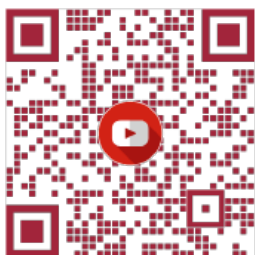
In 2022, Byron was successful in securing a Pilbara Regional Economic Development Grant to assist him in purchasing a glass lens edger that

allows lenses to be cut and fit into frames within minutes, cutting waiting times for single lenses by several weeks. The MEI EasyFit Trend is a groundbreaking device that has revolutionised optometry, with Hedland Eye Care having one of only two found in Australia. Mr Klein said the “game-changing” device was a real win for the town and the decision to get the device was due to Hedland delivery times being very slow. “Because of the turnaround time it could be two or three weeks before we lenses were delivered,” he said.

“

**The beauty of it is in a transient and isolated place like Hedland we can make specs in just 15 minutes. We get around 30,000 seafarers per annum in Hedland so if they have lost their specs on the boat, we can create new glasses for them right there and then. This is especially important as seafarers only have limited shore leave.”**

**Byron Klein, Hedland Eye Care**



To hear more from Hedland Eye Care on the impact of the RED Grant on their business, scan the QR code.







Image: Karijini National Park  
Credit: Dan and Zora Avila



# Strategic Goal Two: Economic Development Diversification and Innovation



Image: 2024 Pilbara Summit  
Credit: Pilbara Development Commission

## Overview

The Pilbara economy is dominated by the resources sector, primarily iron ore, oil and gas, which provides thousands of jobs not only in the region, but across Australia. The Commission is focused 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.

***The following section provides a summary of the key achievements from 2023-24 in pursuit of this strategic goal.***

### Diversifying the Economy

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

The Commission delivered Round 6 of the State Government's Pilbara Regional Economic Development (RED) Grants Program. A total of \$757,737 was allocated to four local businesses (including two Aboriginal organisations) for projects which are estimated to create 31 full-time jobs (FTE) within 12-24 months of project commencement.

The Commission finalised to work in partnership with the Organisation for Economic Co-operation and Development (OECD) on a case study of the Pilbara region, which will bring expertise in international policy making to inform on several of the Pilbara's critical issues.

#### Round 6:

- 43 applications submitted; Four projects funded
- \$757,737 total funded (\$755,339 RED funding, \$2,398 PDC funding)
- Supporting two Aboriginal organisations
- 31 FTE within 12-24 months



## Project 1: Red Dog Renewables: Empowering the Pilbara: Accelerating the Adoption of Renewable Powered Electric Vehicles

- Local electric vehicle (EV) rental business Red Dog Renewables, was awarded a RED grant to develop an EV maintenance hub in Karratha. This has enabled access to local servicing and charging solutions, while helping to offset the Pilbara's growing emissions footprint.
- The RED Grant funding contributed to a mobile solar charging station, lubricant dispensing system, and solar infrastructure, and more at the hub.
- The project has expanded the applicant's capacity to meet growing regional demand for EV servicing and maintenance in Karratha.
- This project supports innovation in a rapidly growing area of opportunity. The investment has made a difference in scale and service offering, helping a Pilbara small business scale up and meet growing demand.
- The project is supporting the development of new skills in EV maintenance and will create 10 new jobs in maintenance (vehicle mechanics, service personnel), customer service and managerial roles.



Image: Red Dog Renewables  
Credit: Pilbara Development Commission



## Project 2: Ashburton Aboriginal Corporation Containers for Change Expansion

- Local Aboriginal organisation Ashburton Aboriginal Corporation, was awarded a RED Grant to expand its Containers for Change operations to include new bag drop sites in Marble Bar, Nullagine, Paraburdoo, Jigalong and Auski Tourist Villages, as well as increasing container storage space, counting space and counting capacity at the Tom Price depot.
- The project includes the procurement, transport and installation of bag drop cages at new sites in the Pilbara and one semi-automated counting machine in Tom Price. The RED Grant funding will contribute to building modifications, cash terminal transport, counting machine transport and site establishment costs.
- Over time, the project will deliver six full-time jobs. It will increase truck driver training, creating a further five positions, with the project potentially assisting up to 40 people to transition to full-time employment within the community. All employees will be trained in both accredited and non-accredited training courses.
- The project will deliver a significant boost to productivity in the recycling scheme, as demonstrated in a limited site expansion which has increased productivity by 24%. The new machinery will significantly increase container counting capacity and when taking into consideration the new sites proposed, this will have a positive impact on reduced waste and landfill while at the same time providing a cash boost to those communities and individuals. The applicant is a 100% Aboriginal-owned and operated social enterprise that employs more than 70% Indigenous employees.



Image: Ashburton Aboriginal Corporation Containers for Change Facility  
Credit: Pilbara Development Commission





Image: Spinifex Hill Studio and Project Space Gallery  
Credit: FORM

### Project 3: Make it Real: Aboriginal Visual Arts Product Development and Enhanced Market Participation (Project Stage 5)

- The Aboriginal Art Centre Hub of Western Australia (AACHWA), a not-for-profit Aboriginal organisation, which acts as the peak body for regional and remote Aboriginal art centres, used the RED Grant to implement Stage Five of Make it Real. This project addresses unethical practices in the First Nations product market, creating opportunities for art centres to meet market demand and generate permanent income streams within their existing model.
- Stage Five will implement two supply chains (simple and complex), support the development, integration and testing of barcoding technology and undertake consultation and scoping of an umbrella brand for art centres to establish a sector-led tourism product industry while protecting fine art brands.
- The RED Grant funding will contribute to a new e-commerce manager role, various consultants, further product prototyping, website, art centre security, admin fee, umbrella company costs, and the financial audit.
- The project innovates the status quo of the Indigenous arts sector. This pilot project works with two Pilbara arts centres to remove technological and capacity barriers to enable art centres to create new self-determined, sustainable revenue streams, exponentially increasing the value of arts to the Pilbara economy. This will include integration and testing of barcoding technology to track products authenticity and direct links to local art centres generating growth and develop regional capabilities.
- The project will allow art centres and artists to exponentially capitalise on the ethical reproduction of their own Pilbara artworks and create brand-new commercial revenue streams through the development of authentic consumer products for retail through online and shopfront portals, unlocking further future investment.
- If the pilot project is successful, the supply chain technology can be rolled out to other art centres within the Pilbara.



# Round 7 Regional Roadshow

The Commission Grants Officer and Local Content Advisor undertook the RED Grants Round 7 Regional Roadshow from 20 May to 31 May 2024 and the events across the region were well attended. Roebourne was added to the itinerary this year and will be included in future roadshows.

Town	Participants
Port Hedland	10
Karratha	31
Onslow	3
Marble Bar	4
Newman	8
Tom Price	5
Roebourne	4
<b>Total Participants</b>	<b>65</b>



Images: Round 7 Regional Roadshow  
Credit: Pilbara Development Commisison



## Supporting Local Business

The Local Content Adviser has been engaging with small-to-medium businesses across the Pilbara region to enhance local supplier, contractor, and job opportunities. Through collaborative efforts with the five Pilbara Chambers of Commerce and staff engagement at the numerous business networking events throughout the year, the Commission's Pilbara Capability Register has grown from 420 to 572 businesses. 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 in the region. These initiatives reflect the commitment to fostering economic growth and sustainability in the Pilbara community.

Throughout the year, 218 government tender opportunities were communicated to a local content database of 604 members. The database has increased by 130 members in the past year.



**I find the resource (tender opportunities email) highly valuable. As many local governments use various platforms to promote their tenders it can be challenging to stay abreast of them all. However with thanks to PDC's Local Content Adviser and this amazing resource, we successfully tendered on work with the Shire of Ashburton. I wouldn't have seen this opportunity if it was not for the weekly email as I was not registered on their tender portal at that point."**

**Claire Boyce, Everything Earth, Port Hedland**



*Image: Multicultural Association  
Credit: NW Multicultural Association*

Further local business engagement was undertaken, with the Local Content Adviser exhibiting at the Pilbara Indigenous Business Network Tradeshow and presenting to the Northwest Multicultural Association



*Image: Pilbara Indigenous Business Network Tradeshow  
Credit: Pilbara Development Commission*

Business Group. This provided the opportunity for small to medium-sized businesses to learn more about government procurement and how they could get involved.



## Attracting New Investment

As part of the Commission's ongoing commitment to promoting the region and attracting new investment, the Commission has proudly supported the continued growth and development of the Pilbara Summit. The conference attracts more than 600 delegates to the Pilbara each year. The Commission has an active influence on the strategic direction of the Summit and this year, both the CEO and the Minister for Regional Development spoke passionately about the region and its significance to the state and nation, highlighting

important opportunities and challenges for the Pilbara. The 2023/24 financial year saw the Pilbara host two Pilbara Summit conferences (October 2023 and June 2024).

In 2023/24 the Commission also hosted several national and international delegations to the Pilbara. These included both State and Commonwealth Treasury, as well as media and industry delegations from Japan and Korea.



Image: CEO Simon Taylor  
Credit: Marg Bertling



Image: Pilbara Summit  
Credit: Marg Bertling



Image: Pilbara Summit  
Credit: Marg Bertling



## Project In Focus

*A closer look at how we work to drive economic development, diversification and innovation*

### Socio-Economic Cumulative Impact Study

In 2023, the Commission worked in partnership with the City of Karratha and Regional Development Australia Pilbara to undertake a Cumulative Impact Study (The Study) for the City of Karratha. The Study assessed some of the cumulative socio-economic impacts of prospective large-scale investments in the Karratha area.

The Study sought to provide an evidence-based model that can be utilised on an ongoing basis to identify and advocate for community infrastructure and services, and to work collaboratively with industry and the community. Data collection was supported by the Chamber of Minerals and Energy (CME) and project guidance included academics from the Cooperative Research Centre Transformation in Mining Economies (CRC TiME).

Some of the investment projects covered by the Study are of state significance and include Pluto 2 and the

Perdaman project which have been the subject of final investment decisions. The results from the cumulative impact modelling indicate the Karratha area can expect a substantial population boost from new construction and operational jobs; however, it also highlights that there are some considerable constraints, especially in terms of housing supply.

The Study highlights that a population boost associated with the realisation of the prospective projects will necessitate investment in health, education and other community services, and provides utility and other service providers with lead-in time to invest. The Study will support the Commission and other stakeholders in their efforts to advocate for suitable enabling infrastructure to support the pipeline of prospective projects and their associated potential to deliver major economic and other benefits to the region, state and nation.



*Image: Karratha sunrise  
Credit: Marg Bertling*





Image: Aboriginal-owned businesses at the 2024 Pilbara Summit  
Credit: Marg Bertling

## Looking back on our impact

*A closer look at how we work to create economic development, diversification and innovation*

### Pilbara Summit

The Commission proudly sponsored four local Aboriginal-owned businesses to exhibit at the Summit, enabling them to showcase their products and services.

- **Impact Digi:** Led by Tamara BinAmat, Impact Digi specialises in design, communications, and marketing and is based in Karratha and Port Hedland.
- **Winawarl:** Owned by Bridgette and Dwayne Dann and operating out of Tom Price, Winawarl offers high-quality hydro excavation services, ensuring safe and efficient digging operations.
- **Nih Kaartdijin Mia:** Based in South Hedland, Valerie Riley provides critical mental health, suicide prevention workshops, and first aid training.
- **Thorny Devil Access + Industries:** Run by Ben Rees-Mogg and Reece Hills in Karratha, this company supplies essential PPE, safety, and access equipment, along with drug and alcohol testing services.

The sponsorship included providing each business with exhibitor space at the Pilbara Summit 2024 and facilitating their engagement with over 600 delegates from various sectors, including industry, government and community organisations. This exposure has been invaluable in expanding their networks and promoting their services.

This initiative was supported by the Commission's Local Content Advisor, whose networks were instrumental in the success of this sponsorship.

By supporting these businesses, the Commission reaffirms its dedication to empowering local enterprises and fostering a diverse and resilient Pilbara economy.







Image: Tamara BinAmat, Impact Digi  
Credit: Marg Bertling

“It was great to exhibit Impact Digi at the Pilbara Summit. It cemented our position as the leading marketing agency, servicing the resources industry and looking to further engage with the Pilbara.

Mary Manov, Local Content Adviser at the Pilbara Development Commission, was an amazing resource for us, connecting our business with visiting delegates and other local Aboriginal-owned businesses. We’ve already got lots of enquiries from industry!”

Tamara BinAmat, Impact Digi



Image: Bridgette & Dwayne Dann, Winawarl Contracting  
Credit: Marg Bertling

“Wow, what an experience! We were both blown away by how professional and put together the event was and how it ran so smoothly. We were also impressed by the amount of people genuinely interested in our business. We received positive feedback and information that will help us in growing our business and future contacts that will help us to grow our network. Exhibiting at the Pilbara Summit was an amazing opportunity, and anyone serious about growing their business should consider contributing to it.”

Bridgette and Dwayne Dann,  
Winawarl Contracting



Image Valerie Riley, Nih Kaartdijin Mia  
Credit: Marg Bertling

“This historical occasion marks a pioneering breakthrough in breaking barriers and shattering the stigma surrounding mental health, suicide prevention, and wellbeing in industry throughout the Pilbara region. It is a testament to our collective efforts and commitment to creating a more supportive and inclusive environment for all, a milestone that will have a lasting impact on the lives of many.”

Valerie Riley, Nih Kaartdijin Mia



Image: Ben Reece-Mogg and Reece Hills, Thorny Devil Access and Industries  
Credit: Marg Bertling

“The opportunity to attend the Pilbara Summit was financially out of reach, however the generosity of the Commission to provide sponsorship was truly appreciated. We had an amazing couple of days alongside three other Aboriginal-owned businesses who also had the opportunity to attend. The networking over the two days was invaluable to the growth of our business, thank you for the experience.”

Ben Reece-Mogg and Reece Hills, Thorny Devil Access and Industries



# Strategic Goal Three:

## Aboriginal Empowerment and Prosperity



## Overview

The Pilbara is made up of over 30 Aboriginal language groups, representing an estimated 19% of the residential population of the region, with the majority living in the East Pilbara area. As the world's oldest continuous living culture on the planet, Aboriginal people retain their rich connection to culture and country and play a significant and growing role in economic development in the region.

Under the National Agreement on Closing the Gap, there are 19 national socio-economic targets identified across areas that will impact on future outcomes for Aboriginal people with a focus on health and wellbeing, education and learning, safety and affordable housing, as well as economic participation.

The Commission is committed to focusing on establishing strong partnerships to support Aboriginal people and communities in the Pilbara to progress positive outcomes across these targets.

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 with Traditional Owners in the region, building the capacity and capability of Aboriginal Community Controlled Organisations and supporting improved economic and social development on Country.





Image: Karijini Experience  
Credit: Jalaru Photography

## Karijini Experience

Initiated in 2013 as a niche dining experience to showcase the magnificence of one of Western Australia's most spectacular natural landscapes, the Karijini Experience has grown substantially to become a vibrant multi arts and cultural event celebrating local Aboriginal people and their heritage. The Pilbara Development Commission is proud to have sponsored this event on several occasions, including in 2024.

Now managed by the Native Title Holders, the Banjima People, this multi-day festival celebrates the rich Aboriginal history and connection to Country through a diverse program of activities. It provides a unique

opportunity for visitors to enhance their cultural understanding and appreciation while enjoying the stunning natural beauty of the park.

The event contributes to regional tourism and supports local communities by promoting cultural tourism and economic development. It draws visitors from across Australia and beyond, generating tourism revenue and reinforcing the Pilbara's status as a leading destination for those seeking an authentic connection with Australia's oldest continuous living culture and its rich and ancient landscapes.



**The annual Karijini Experience is an important event for the Pilbara, creating important outcomes across numerous platforms. Primarily it contributes to Aboriginal empowerment and prosperity for the Banjima People as well as for the broader regional Aboriginal community. The event celebrates people, art, food, music on Country and provides participation across various activities. It also creates tourism benefits, regional economic impact and media impact growing the importance and awareness of the Pilbara."**

Richard Campbell, Director of CMS Events



Image: Karijini Experience  
Credit: Jalaru Photography



## Niminjarra Highway

The establishment of the Niminjarra Highway to connect two remote communities on the Western Desert has been a long-held aspiration of the Martu People. Whilst Parnngurr and Punmu are only about 120km apart, the journey between them is currently a seven-hour, 350km trip (one way).

Jamukurnu Yapalikurnu Aboriginal Corporation (JYAC – formerly Western Desert Lands Aboriginal Corporation) has facilitated several reports and works over the past 15 years that have demonstrated it would be possible to create an all-weather direct route through the Karlamilyi National Park (KNP) that would significantly reduce travel time.

The development of the road would socially and economically benefit the two communities and the broader region, including safer direct access between the communities, more efficient delivery of freight and goods, improved access for government and NGO services including medical services, foster future development of tourism infrastructure at the KNP and support the development of a local road construction and maintenance workforce.

In 2023, the Commission secured Leverage Funding from the Minister for Regional Development to assist JYAC in developing a feasibility study and business case to support future funding requests to progress the construction of the road.

“

**This is the track that Martu took from Punmu to Parnngurr when we first started those communities. Later, Martu went from Parnngurr to Punmu along that same track.**

**Building this road will make it easier and cheaper to get food and other goods to the three Martu communities because we will be able to have one truck servicing all three in each trip, instead of having to do two separate trips.”**

Milton Chapman  
Deputy Chair  
JYAC

Image: Niminjarra Highway  
Credit: JDSI





## Project in Focus

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

### Northern Native Seed Industry Development Initiative

Across the Pilbara, Goldfields-Esperance and Kimberley regions there is forecast to be a vast demand for native seed to support land rehabilitation in the coming decades. Based on the Environmental Protection Authority's 2014 report (Cumulative environmental impacts of development in the Pilbara region) over 3,700km<sup>2</sup> of clearing has been approved in recent decades in the Pilbara alone and this cumulative figure of approved land clearing will have grown substantially since. Much of this area will require rehabilitation post mining and to meet this need the scale of the native seed industry will need to grow substantially. This is both a major challenge and immense economic opportunity.

The Northern Native Seed Industry Development Initiative (NNSIDI) will support Aboriginal enterprises in the operation of native Seed Production Area (SPA) trial sites across the Pilbara, Goldfields, and Kimberley regions of Western Australia. These projects will draw on the deep knowledge of country possessed by Traditional Owners and help to build opportunities for Aboriginal organisations to contribute to and benefit economically from the rehabilitation of land.

The NNSIDI is led by the Pilbara Development Commission and is a collaboration with the Goldfields-Esperance, and Kimberley Development Commissions with a shared commitment to build the capacity for Aboriginal people to lead this transformative project. Following extensive consultation across the participating regions throughout 2022-2023, including over 200 stakeholder engagements, the NNSIDI received 26 expressions of interest, leading to 16 grant applications. This was a very positive result given the unique nature of the project.

Up to seven Aboriginal-owned Seed Production Area trial sites will be funded through the project and successful applicants will be notified early in the 2024-2025 financial year.

Industry support and partnerships with Aboriginal organisations involved in this initiative will be critical to its success and the Commission strongly welcomes the interest from companies who have engaged so far.

“

**I think the NNSIDI project is a fantastic initiative. It offers opportunities to engage Traditional Owners in restoration to heal their country, it provides a template for future nature-based business ventures, and it contributes to combating climate change impacts.”**

Sherena Bin Hitam – Bardi Jawi and Yawuru woman and business consultant

*Image: Capparis spinosa  
Credit: Joseph Mann*



# Looking back on our Impact

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

## IndigiFlix

In 2021, Weerianna Street Media (WSM) received a \$110,000 Regional Economic Development Grant to assist in establishing IndigiFlix, Australia's first online streaming service for Indigenous films, TV series, documentaries, music events and live streams. WSM, a multi-award winning and multi-media production company, was founded by Ngarluma man Tyson Mowarin in Roebourne and has produced several films, TV series and documentaries. Mr Mowarin has a powerful vision to create a platform committed to preserving and promoting Indigenous content, including his own work. This inspired the launch of IndigiFlix in September 2023 at the Songs for Freedom event in Roebourne, live-streamed on the streaming service.

Since the launch of IndigiFlix, WSM has secured 125 titles and almost 90 subscribers to the platform. IndigiFlix has allowed First Nations content creators to continue capitalising on their work with an upfront license fee and pay-per-view income style. WSM has produced two new creations housed on the platform, and more are coming. IndigiFlix is available through the IndigiFlix website, Apple apps, Android and Android TV.

The RED Grant has allowed WSM to leverage funding from other sources, such as Ngarluma Yindjibarndi Foundation Limited and Screenwest. Screenwest supported WSM in attending the Australian International Documentary Conference in March 2023, held in Melbourne. WSM connected with several film producers and heads of screen funding agencies, elevating IndigiFlix to a vast network. WSM has also started conversations with Qantas about supporting its marketing with an inflight Television Commercial (TVC). Rio Tinto has partnered with WSM to offer its employees a discount on their first-year subscription.



Image: Tyson Mowarin, IndigiFlix  
Credit: Pilbara Development Commission



**Without the RED grant it is unlikely there would be a streaming service devoted to First Nations content."**

Robyn Marais, Weerianna Street Media



# Strategic Goal Four:

## Climate Resilience and Low Carbon Transition



### Overview

Climate change, alongside the global transition to a low carbon economy, presents both risks and opportunities for economic diversification and job growth in the Pilbara. In this context the Commission is focused on maximising the benefits from this emerging sector for the people who live and work in the Pilbara while building the long-term sustainability of the region.

The following section provides a summary of the key achievements from 2023-24 in pursuit of this strategic goal.







*Image: Pilbara Hydrogen Hub Announcement Event  
Credit: Pilbara Development Commission*

## Attracting Investment

In 2023, the Commonwealth and State Government formally signed an agreement to commence the Pilbara Hydrogen Hub project. The Commission played an integral role in securing the \$140 million of combined funding, alongside its partners from the Department of Jobs, Tourism, Science and Innovation and the Pilbara Ports Authority.

The Commission leads Part B of the hub project, developing a Clean Energy Training and Research Institute. The best-in-class training and research capability by the institute will help build the workforce for emerging hydrogen industries.

As the project moves into 2024/25 the final design of the institute's operations and governance models will be developed, before investments in equipment and curriculum development begin in 2025.

## Industry Engagement

As part of the Commission's extensive engagement across the emerging clean energy sector, the Commission is a member of the Industrial Regions Action Network. This group, co-convened by Climate-KIC Australia and CSIRO's Towards Net Zero Mission, exists to help accelerate the complex task of decarbonisation of Australia's major industrial regions, including the Pilbara.

It seeks to enable diverse stakeholders, such as industry, communities, and governments, to take effective action in industrial regions towards net zero by learning from the experience and coordinating and collaborating on shared challenges and opportunities. The Commission is an active member of the network and has helped expand the Pilbara representation in the network to include Aboriginal organisations and clean energy industry representatives.

For the Commission, the network provides connection to other regions including the Hunter Valley (NSW) and Gladstone (QLD) who share similar challenges and opportunities in the energy transition. The exchange of knowledge and experiences and comparison of different development models through the network has helped shape the approach to the Clean Energy Training and Research Institute project and has expanded access to expertise and knowledge that can assist in realising the opportunities clean energy industries can bring to the Pilbara region.





# Project Overview

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

## The Regional Drought Resilience Planning (RDRP) Program

The RDRP Program has been established under the Australian Government's \$5 billion Future Drought Fund, which invests in building resilience to drought for farmers, allied industries and regional communities. This fund is allocating \$100 million annually to projects that support farmers and communities to become more prepared for and resilient to the impacts of drought.

The State Government is committed to ensuring WA's regions are well equipped to manage the impacts of climate change, including drought, through being more prepared and resilient. The Department of Primary Industries and Regional Development (DPIRD) is matching the Federal Government investment in the RDRP Program in WA and working with the Regional Development Commissions across the state to develop six Regional Drought Resilience Plans in 2024.

The Pilbara Development Commission is leading the development of a drought resilience plan for the northwest of WA working in collaboration with the Kimberley Development Commission. The plan will be community led, and will focus on supporting Pilbara and Kimberley communities to prepare for future drought impacts.

The Commissions will collaborate with local stakeholders and communities to produce a plan that:

- Identifies strategies to mitigate the impacts of drought on communities, agriculture, and natural resources.
- Strengthens community resilience to withstand the challenges posed by climate variability and extremes.
- Enhances the sustainable management of natural resources to mitigate the effects of drought on ecosystems and biodiversity.
- Positions the regions for investment opportunities that promote economic growth and development despite drought conditions.

Work on the Kimberley – Pilbara Regional Drought Resilience Plan progressed well through 2023/24. The project team consulted with more than 70 stakeholders from across the Pilbara and Kimberley to inform the plan, which is anticipated to be completed by December 2024 following public consultation and a review by the CSIRO.



*Image: Millstream - Chichester  
Credit: Alison Byers*



# Looking back on our impact

*Pre-feasibility study 2017; create a then-and-now journey*

## Evaluating the potential to export Pilbara solar resources to the proposed ASEAN grid via a subsea high voltage direct current interconnector

With today's immense investment pipeline of renewable energy projects across the Pilbara, it is difficult to imagine that just seven years ago the discussions around large scale solar in the region were in their infancy.

Realising the opportunity, the Commission sought to better understand the potential for an export-scale renewable energy project and commissioned a study to evaluate the potential to export Pilbara Photovoltaic (PV) solar electrical generation to the proposed ASEAN grid via a subsea High Voltage Direct Current (HVDC) interconnector. The intention of the study was to draw attention to opportunities in the Pilbara, and to determine whether more research was warranted for the development of export-scale renewable energy projects.

The study found it was technically feasible to build gigawatt scale PV solar generation in the Pilbara and deploy HVDC transmission, both subsea and overland, to deliver the electricity to Indonesia. It found that Pilbara solar generation has the potential to be competitive in overseas markets in the near future.

The study suggested that a local solar transition in the Pilbara was an essential step to creating the solar supply chain and industry to deliver utility scale solar designed for the local conditions. A local solar transition would also have the potential to bring many benefits to the region, even if cross-border trade did not eventuate. The mega projects previously seeking to export renewable energy have now largely shifted focus, in favour of seeking to transition the local energy requirements of industry.

The study also looked extensively at the role of Traditional Owners in the emerging industry and found that partnerships with Traditional Owners in building a solar industry could have substantial social and commercial benefits in the Pilbara. Traditional Owners in the Pilbara had already expressed interest in solar development, with Aboriginal ownership of solar generation assets having the potential to enable

Traditional Owners to secure income from Country in a sustainable, non-invasive way.

Going further, the study found partnerships with Traditional Owners may also assist to secure tenure for solar farms where other forms of tenure already exist and that following a best practice model of engagement with Traditional Owners would assist the Pilbara solar industry to obtain (and retain over time) a high Corporate Social Responsibility profile. This would also likely support positive outcomes for Traditional Owners and maintain a wide breadth of funding and investment options to support expansion to cross border electricity trade.

The study helped to lay a foundation for countless projects and opportunities which have emerged in the years since and the Commission is proud of its role in stimulating this early movement within the region.

*A copy of the report is available on the Commission website.*

“

**The Pilbara must first have a local solar industry to be able to offer overseas markets competitive rates on large-scale solar generation. This is because a local industry will build the solar supply chains and become more competitive with experience and scale.”**

Mella, James and Chalmers (2017)



# Strategic Goal Five: Organisational Excellence

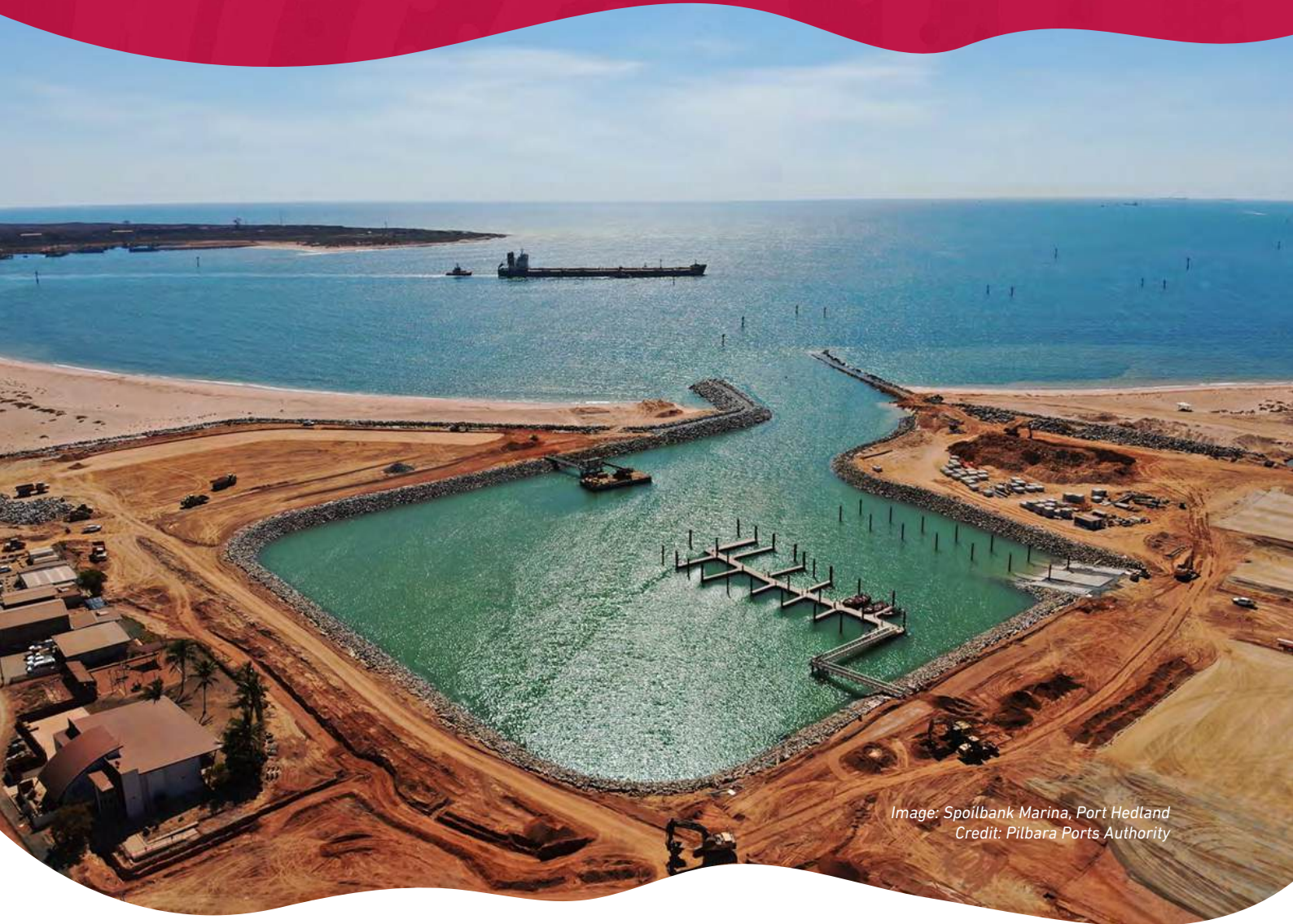


Image: Spoilbank Marina, Port Hedland  
Credit: Pilbara Ports Authority

## Overview

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



**The staff and Board of the Commission act with integrity, actively practice good governance and stay up to date with current best practice. This includes carrying out training and underpins our strong and positive reputation for being good to work with and a professional and effective organisation”**

Terry Hill AM  
Chair



## Communicating with Stakeholders

The Commission's Chair, CEO and staff delivered numerous presentations on the regional economy and future opportunities at forums, conferences and senior leadership meetings including both Pilbara Summits, the Pilbara Regional Planning Workshop and the Hedland Economic and Franchise Forum.

The Commission provided a total of \$107,500 in sponsorship to 16 regional events and initiatives aligned with the strategic goals, taking the opportunity to both present and engage with stakeholders at these events.

The Commission continued to use LinkedIn to communicate to stakeholders locally and around Australia with more than 130 new posts published to the page. The Commission's LinkedIn audience has grown to include more than 6,100 followers, obtaining more than 1,000 new followers in the last 12 months.

The Commission continued to communicate broadly through the distribution of its publications. The half-yearly Housing and Land Summaries were shared with more than 200 stakeholders, and throughout the year, 218 government tender opportunities were shared with a local content database comprising of 604 members. In the past year, the database has added an additional 130 members.

An annual survey of the Commission's stakeholders conducted by telephone by an independent market researcher in June 2024 found that of 104 stakeholders who completed the survey, 98% agreed the Commission makes a positive contribution to the economic and social development of the Pilbara. See page 56 for more results from the survey.

## Operating with Excellence

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

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

No complaints were received during the reporting period.

## Group List

### A strong voice for the Pilbara

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

- 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 meeting

### Members

- Pilbara Energy Roundtable Industry Liaison Committee
- Industrial Regions Action Network
- Yiwarra Kuju Justice Program 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 Regional Innovation Network
- Pilbara District Leadership Group
- Port Hedland Housing Steering Committee
- Onslow Early Childhood Education and Care
- Port Hedland Spoilbank Marina Taskforce, Art Advisory Group and Communications Group
- Port Hedland Industry Council
- Perdaman Urea Liaison Stakeholder Committee
- Newman and Hedland Safe Spaces Working Groups
- Martuku Jijiku Maya Working Group
- Resource company community reference groups



## 2024 Stakeholder Survey Results

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

Performance Indicator	2022	2023	2024	Percentage change from 2023
The Pilbara Development Commission makes a positive contribution to the economic and social development of the Pilbara	100%	98%	<b>97%</b>	1% ↓
The Pilbara Development Commission's support to industry and enterprise makes a positive contribution to regional development	99%	97%	<b>98%</b>	1% +
The Pilbara Development Commission staff provide professional, timely and helpful services	99%	96%	<b>95%</b>	1% ↓
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	98%	83%	<b>92%</b>	14% +
I understand the role and purpose of the Pilbara Development Commission	100%	94%	<b>97%</b>	3% +
The Pilbara Development Commission demonstrates excellence in its decisions, behaviours and actions	99%	95%	<b>94%</b>	1% ↓
The Pilbara Development Commission acts ethically, honestly and with transparency	100%	96%	<b>99%</b>	3% +
The Pilbara Development Commission staff are positive and supportive of stakeholders and the community	100%	97%	<b>96%</b>	1% ↓
The Pilbara Development Commission connects and collaborates with stakeholders to inform strategic decision making	98%	94%	<b>93%</b>	1% ↓
The Pilbara Development Commission inspires, leads and delivers outcomes that make a difference for the region	94%	91%	<b>94%</b>	3% +
The Pilbara Development Commission, with its focus on regional development, makes a positive contribution to economic and social development of the Pilbara	100%	96%	<b>91%</b>	5% ↓



## 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

	2023-24 Target <sup>a</sup> (\$000)	2023-24 Actual (\$000)	Variation <sup>b</sup> (\$000)
Total cost of services <sup>(1)</sup>	6,402	4,796	1,606
Net cost of services <sup>(2)</sup>	6,402	4,690	1,712
Total equity <sup>(3)</sup>	519	1,013	494
Net increase / (decrease) in cash held <sup>(4)</sup>	-	(313)	(313)
Approved salary expense level <sup>(5)</sup>	256	249	7

Explanation of variations:

- Total cost of services is lower than the budget estimates (2024 Target) by \$1,606k. This primarily relates to the refund to the reduced expenditure in the resources received free of charge resulting from the delay in filling vacant positions as well as a decrease in supplies and services (professional services).
- Net cost of services is in line with total cost of services. This includes \$87.5k for the recoup for the Delivery of the Cumulative Impact Plan
- Total equity is comprised of a significant upward variance in the actual cash position versus the budget; this is partially offset by an unbudgeted deficit for the period
- The decrease in cash in the period relates to a decrease in income from receipts received and in addition, there has been an increase in employee benefits paid when compared to budget.
- Actuals are in line with target

a. As specified in the Section 40 budget estimates

b. The variation is the difference between the Target and Actual for each line item

### Working cash targets

	2023-24 Agreed Limit (\$000)	2023-24 Budget <sup>a</sup> /Actual <sup>b</sup> (\$000)	
Agreed working cash limit (at Budget)	39	39	-
Agreed working cash limit (at Actuals) <sup>(6)</sup>	49	1,065	1,016

Explanation of variations:

- This variation is due to a large brought forward cash balance.

a. Target to reflect the Commission's anticipated working cash for the 2023-24 financial year

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

### Summary of Key Performance Indicators

Indicator	Measure	2023-24 Target	2023-24 Actual	Variation
Key effectiveness indicator	Client satisfaction that the Pilbara Development Commission is effective in meeting its service objectives, as measured by an annual stakeholder survey conducted by an independent market researcher.	98%	97%	1%
Key efficiency indicator	Average operational cost per hour	\$246	\$189	\$57

More detailed information on the Commission's 2023-24 Key Performance Indicator results and how the Commission supports the Government Goals please refer to page 80.



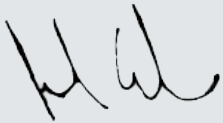
# Disclosures and Legal Compliance

## Certification of Financial Statements

For the 2023-24 financial year

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 which ended 30 June 2024 and the financial position as of 30 June 2024.

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.



**Mark Griffiths**  
Chief Finance Officer  
26 July 2024



**Simon Taylor**  
Chief Executive Officer  
26 July 2024



**Terry Hill AM**  
Chair  
26 July 2024



# Financial Statements

## Table of Contents

### Financial Statements

Statement of Comprehensive Income	55
Statement of Financial Position	56
Statement of Changes in Equity	57
Statement of Cash Flows	58

### Notes to the Financial Statements

1.	Basis of preparation	59
2.	Use of Our Funding	60
2.1	(a) Employee benefits expenses	60
2.1	(b) Employee related provisions	61
2.2	Grants and subsidies	63
2.3	Other expenditure	63
3.	Our Funding Sources	64
3.1	Income from State Government	64
3.2	Other income	65
4.	Right-of-use assets	65
5.	Other Assets and liabilities	66
5.1	Receivables	67
5.2	Amounts receivable for services (Holding Account)	67
5.3	Payables	68
6.	Financing	68
6.1	Lease liabilities	68
6.2	Finance costs	69
6.3	Cash and cash equivalents	69
6.4	Capital commitments	70
7.	Financial instruments and Contingencies	70
7.1	Financial instruments	70
7.2	Contingent assets and contingent liabilities	70
8.	Other Disclosures	71
8.1	Events occurring after the end of the reporting period	71
8.2	Key management personnel	71
8.3	Related party transactions	72
8.4	Related bodies	73
8.5	Affiliated bodies	73
8.6	Special purpose accounts	73
8.7	Remuneration of auditors	73
8.8	Supplementary financial information	73
8.9	Explanatory statement	73

## Statement of Comprehensive Income

For the year ended 30 June 2024

<b>COST OF SERVICES</b>	<b>NOTES</b>	<b>2024</b>	<b>2023</b>
		<b>\$'000</b>	<b>\$'000</b>
<b>Expenses</b>			
Employee benefits expense	2.1(a)	359	268
Supplies and services	2.3	4,038	3,178
Depreciation and amortisation expense	4.0	95	82
Finance costs	6.2	2	1
Grants and subsidies	2.2	241	-
Other expenses	2.3	61	15
<b>Total cost of services</b>		<b>4,796</b>	<b>3,544</b>
<b>Income</b>			
Other income	3.2	106	10
<b>Total income</b>		<b>106</b>	<b>10</b>
<b>NET COST OF SERVICES</b>		<b>4,690</b>	<b>3,534</b>
<b>Income from State Government</b>			
Income from other public sector entities	3.1	587	1,063
Resources received	3.1	3,802	3,001
<b>Total income from State Government</b>		<b>4,389</b>	<b>4,064</b>
<b>(DEFICIT)/SURPLUS FOR THE PERIOD</b>		<b>(301)</b>	<b>530</b>
<b>TOTAL COMPREHENSIVE (LOSS)/INCOME FOR THE PERIOD</b>		<b>(301)</b>	<b>530</b>

The Statement of Comprehensive Income should be read in conjunction with the accompanying notes, refer page 59.



## Statement of Financial Position

As at 30 June 2024

ASSETS	NOTES	2024 \$'000	2023 \$'000
<b>Current Assets</b>			
Cash and cash equivalents	6.3	1,065	1,065
Restricted cash and cash equivalents	6.3	-	313
Receivables	5.1	20	58
<b>Total Current Assets</b>		<b>1,085</b>	<b>1,1436</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	5	5
<b>Total Non-Current Assets</b>		<b>61</b>	<b>61</b>
<b>TOTAL ASSETS</b>		<b>1,146</b>	<b>1,497</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Payables	5.3	123	11
Lease liabilities	6.1	6	5
Employee related provisions	2.1 (b)	3	167
<b>Total Current Liabilities</b>		<b>132</b>	<b>183</b>
<b>Non-Current Liabilities</b>			
Employee related provisions	2.1(b)	1	-
<b>Total Non-Current Liabilities</b>		<b>1</b>	<b>-</b>
<b>TOTAL LIABILITIES</b>		<b>133</b>	<b>183</b>
<b>NET ASSETS</b>		<b>1,013</b>	<b>1,314</b>
<b>EQUITY</b>			
Contributed equity		353	353
Accumulated surplus		660	961
<b>TOTAL EQUITY</b>		<b>1,013</b>	<b>1,314</b>

The Statement of Financial Position should be read in conjunction with the accompanying notes, refer page 59.

## Statement of Changes in Equity

For the year ended 30 June 2024

	Contributed equity \$'000	Accumulated Surplus \$'000	Total equity \$'000
<b>Balance at 1 July 2022</b>	353	431	784
Surplus	-	530	530
Other comprehensive income	-	-	-
Total comprehensive income for the period	-	530	530
<b>Balance at 30 June 2023</b>	353	961	1,314
<b>Balance at 1 July 2023</b>	<b>353</b>	<b>961</b>	<b>1,314</b>
Deficit	-	(301)	(301)
Other comprehensive income	-	-	-
Total comprehensive income for the period	-	(301)	(301)
<b>Balance at 30 June 2024</b>	<b>353</b>	<b>(660)</b>	<b>1,013</b>

The Statement of Changes in Equity should be read in conjunction with the accompanying notes, refer page 59.



## Statement of Cash Flows

For the year ended 30 June 2024

CASH FLOWS FROM STATE GOVERNMENT	NOTES	2024 \$'000	2023 \$'000
Funds from other public sector entities		587	1,063
<b>Net cash provided by State Government</b>		<b>587</b>	<b>1,063</b>
<i>Utilised as follows:</i>			
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Payments</b>			
Employee benefits		(517)	(344)
Supplies and services		(99)	(246)
Finance costs		(2)	(1)
Grants and subsidies		(241)	-
GST payments on purchases		(41)	(6)
Other payments		(32)	(1)
<b>Receipts</b>			
GST receipts on sales		10	4
GST receipts from taxation authority		14	(3)
Other receipts		102	18
<b>Net cash used in operating activities</b>		<b>(806)</b>	<b>(579)</b>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Payments</b>			
Principal elements of lease payments		(94)	(85)
<b>Net cash used in financing activities</b>		<b>(94)</b>	<b>(85)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>(313)</b>	<b>399</b>
<b>Cash and cash equivalents at the beginning of the period</b>		<b>1,378</b>	<b>979</b>
<b>CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD</b>	6.3	<b>1,065</b>	<b>1,378</b>

The Statement of Cash Flows should be read in conjunction with the accompanying notes, refer page 59.

## Notes to the Financial Statements

### 1. Basis of preparation

The Pilbara Development Commission is a WA Government entity and is controlled by the State of Western Australia. 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' on page 6, 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 26 July 2024.

#### Statement of compliance

The financial statements constitute general purpose financial statements that have been prepared in accordance with Australian Accounting Standards – Simplified Disclosures, the Framework, Statement of Accounting Concepts and other authoritative pronouncements of the Australian Accounting Standards Board as applied by Treasurer's Instructions. Several of these are modified by Treasurer's Instructions (TIs) to vary application, disclosure, format and wording.

The Act and TIs are legislative provisions governing the preparation of financial statements and take precedence over Australian Accounting Standards, the Framework, Statement of Accounting Concepts and other authoritative pronouncements of the Australian Accounting Standards Board. Where modification is required and has had a material or significant financial effect upon the reported results, details of that modification and the resulting financial effect are disclosed in the notes to the financial statements.

#### Basis of preparation

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

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

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

- a. amount of GST incurred by the Agency as a purchaser that is not recoverable from the Australian Taxation Office (ATO) is recognised as part of an asset's cost of acquisition or as part of an item of expense; and
- b. receivables and payables are stated with the amount of GST included.

Cash flows are included in the Statement of Cash Flows on a gross basis. However, the GST components of cash flows arising from investing and financing activities which are recoverable from, or payable to, the ATO are classified as operating cash flows.



## Notes to the Financial Statements

### Contributed equity

Interpretation 1038 *Contributions by Owners Made to Wholly-Owned Public Sector Entities* requires transfers in the nature of equity contributions, other than as a result of a restructure of administrative arrangements, as designated as contributions by owners (at the time of, or prior to, transfer) be recognised as equity contributions. Capital appropriations have been designated as contributions by owners by TI 955 *Contributions by Owners made to Wholly-Owned Public Sector Entities* and have been credited directly to Contributed Equity.

### 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.

### Judgements and estimates

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

## 2. Use of 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 <sup>(a)</sup>
Employee related provisions	2.1 <sup>(b)</sup>
Grants and subsidies	2.2
Other expenditure	2.3

### 2.1<sup>(a)</sup> Employee benefits expenses

	2024 \$'000	2023 \$'000
Employee benefits	321	234
Superannuation - defined contribution plans	38	34
<b>Total employee benefits expenses</b>	<b>359</b>	<b>268</b>
Add: AASB 16 Non-monetary benefits	98	84
<b>Total employee benefits provided</b>	<b>457</b>	<b>352</b>

## Notes to the Financial Statements

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

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

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

### 2.1<sup>(b)</sup> Employee related provisions

Current	2024 \$'000	2023 \$'000
<u>Employee benefits provisions</u>		
Annual leave	3	46
Long service leave	-	104
	3	150
<u>Other provisions</u>		
Employment on-costs	-	17
<b>Total current employee related provisions</b>	<b>3</b>	<b>167</b>
<b>Non-Current</b>		
<u>Employee benefits provisions</u>		
Long service leave	1	-
<b>Total non-current employee related provisions</b>	<b>1</b>	<b>-</b>
<b>Total employee related provisions</b>	<b>4</b>	<b>167</b>

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

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

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

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

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



## Notes to the Financial Statements

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 are not included as part of the Commission's employee benefit expenses).

<u>Employee benefits provisions</u>	<b>2024</b> <b>\$'000</b>	<b>2023</b> <b>\$'000</b>
Carrying amount at start of period	<b>17</b>	3
Additional/(reversals of) provisions recognised	<b>(17)</b>	14
<b>Carrying amount at end of period</b>	<b>-</b>	17

### 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
- 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

	2024 \$'000	2023 \$'000
Non Public organisations	191	-
Local Government agencies	50	-
<b>Total recurrent grants and subsidies</b>	<b>241</b>	<b>-</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, personal benefit payments made in cash to individuals, other transfer payments made to public sector agencies, local government, non-government schools, and community groups.

### 2.3 Other expenditure

	2024 \$'000	2023 \$'000
<b>Supplies and services</b>		
Board fees	88	95
Consultants and contractors	66	-
Consumables	13	5
Travel	69	81
Other	-	(4)
Resources provided free of charge by DPIRD <sup>(a)</sup>	3,802	3,001
<b>Total supplies and services expense</b>	<b>4,038</b>	<b>3,178</b>
<b>Other expenses</b>		
Donations and sponsorships	15	-
Employment on-costs	(2)	-
Internal audit fees	-	14
Other expenses	48	1
<b>Total other expenses</b>	<b>61</b>	<b>15</b>
<b>Total other expenditure</b>	<b>4,099</b>	<b>3,193</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.



## Notes to the Financial Statements

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

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

### 3. Our Funding Sources

#### How we obtain our funding

This section provides additional information about how the Commission obtains its funding and the relevant accounting policy notes that govern the recognition and measurement.

	Notes
Income from State Government	3.1
Other income	3.2

#### 3.1 Income from State Government

	2024 \$'000	2023 \$'000
Income received from other public sector entities during the period:		
Department of Primary Industries and Regional Development - operational funding	587	1,063
<b>Total grants and subsidies</b>	<b>587</b>	<b>1,063</b>
Resources received from other public sector entities during the period:		
Services received free of charge <sup>(a)</sup>	3,802	3,001
<b>Total resources received</b>	<b>3,802</b>	<b>3,001</b>
<b>Total income from State Government</b>	<b>4,389</b>	<b>4,064</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.

## Notes to the Financial Statements

### 3.2 Other income

	2024 \$'000	2023 \$'000
Other sundry income	6	10
Return of unspent grant monies	100	-
<b>Total other income</b>	<b>106</b>	<b>10</b>

### 4. Right-of-use assets

	2024 \$'000	2023 \$'000
Buildings	5	5
<b>Net carrying amount</b>	<b>5</b>	<b>5</b>

Additions to right-of-use assets during the 2024 financial year were \$83,259 (2023: nil).

The Commission has leases for vehicles and residential housing. The lease contracts are typically made for fixed periods of one to five 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
- 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.

#### 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

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.



## Notes to the Financial Statements

### Impairment

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

	2024 \$'000	2023 \$'000
Residential accommodation	82	70
Vehicles	13	12
<b>Total right-of-use asset depreciation</b>	<b>95</b>	<b>82</b>
Lease interest expense (included in Finance Cost)	2	1

The total cash outflow for leases in 2024 was \$97,703 (2023: \$82,000).

### 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

## Notes to the Financial Statements

### 5.1 Receivables

	2024 \$'000	2023 \$'000
<u>Current</u>		
Trade receivables	-	58
GST receivable	20	-
<b>Total current</b>	<b>20</b>	<b>58</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>28</b>	<b>66</b>

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

**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)

	2024 \$'000	2023 \$'000
Non-current balance at end of period	48	48

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

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



## Notes to the Financial Statements

### 5.3 Payables

	2024 \$'000	2023 \$'000
Trade payables	101	-
Other payables	16	1
Accrued expenses	1	1
Accrued salaries	5	-
GST payable	-	9
<b>Total current payables</b>	<b>123</b>	<b>11</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.

	<b>Notes</b>
Lease liabilities	6.1
Finance costs	6.2
Cash and cash equivalents	6.3
Capital commitments	6.4

#### 6.1 Lease Liabilities

	2024 \$'000	2023 \$'000
Current	6	5

##### 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

## Notes to the Financial Statements

- 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.

### Subsequent measurement

Lease liabilities are measured by increasing the carrying amount to reflect interest on the lease liabilities; reducing the carrying amount to reflect the lease payments made; and remeasuring the carrying amount at amortised cost, subject to adjustments to reflect any reassessment or lease modifications. This section should be read in conjunction with note 4 Right-of-use assets.

### 6.2 Finance costs

	2024 \$'000	2023 \$'000
Lease interest expense	2	1

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

### 6.3 Cash and cash equivalents

	2024 \$'000	2023 \$'000
<b>Non-restricted cash and cash equivalents</b>	<b>1,065</b>	<b>1,065</b>
<b>Balance at end of period</b>	<b>1,065</b>	<b>1,065</b>
<b><i>Royalties for Regions Fund Projects Restricted cash</i></b>		
Regional Grant Scheme	-	302
Local Projects Local Jobs 2016-17	-	7
Community Chest Grants Scheme	-	4
<b>Current restricted cash and cash equivalents</b>	<b>-</b>	<b>313</b>
<b>Total cash and cash equivalents at end of period</b>	<b>1,065</b>	<b>1,378</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 (2023: 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:

	2024 \$'000	2023 \$'000
<u>Financial assets</u>		
Cash and cash equivalents		
Financial assets at amortised cost <sup>(a)</sup>	1,065	1,378
<b>Total financial assets</b>	<b>56</b>	<b>114</b>
	<b>1,121</b>	<b>1,492</b>
<u>Financial liabilities</u>		
Financial liabilities at amortised cost <sup>(b)</sup>		
<b>Total financial liabilities</b>	<b>129</b>	<b>16</b>
	<b>129</b>	<b>16</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 2024 (2023: nil).

# Notes to the Financial Statements

## 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

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

### 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:



## Notes to the Financial Statements

Compensation band (\$)	2024 \$'000	2023 \$'000
<b>Compensation of members of the accountable authority</b>		
60,001 - 70,000	-	1
40,001 - 50,000	1	-
30,001 - 40,000	-	-
20,001 - 30,000	1	-
10,001 - 20,000	1	2
0 - 10,000	5	2
<b>Compensation of senior officers (\$)</b>		
250,001 - 300,000	1	1
200,001 - 250,000	-	1
150,001 - 200,000	2	1
100,001 - 150,000	1	-
50,001 - 100,000	2	-
0 - 50,000	1	1
<b>Total compensation for members of the accountable authority and senior officers</b>	<b>1,101</b>	<b>813</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
- 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.

## Notes to the Financial Statements

### 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.

### 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 \$45,000 (2023:nil; as the Auditor General dispensed with the audit for the years ended 30 June 2023 and 30 June 2022 under section 14 of the Auditor General Act 2006).

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



# Pilbara Development Commission

## Key Performance Indicators

### Certification of Key Performance Indicators

For the year ended 30 June 2024

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 reporting period ended 30 June 2024.



**Terry Hill AM**

Chair

11 July 2024



**Simon Taylor**

Chief Executive Officer

11 July 2024

# 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 the local regional communities to thrive	Enhancement of the Pilbara Region's economic and social development	Regional Development

## Key Effectiveness 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. 140 stakeholders were identified, comprising of Local, State and Commonwealth agencies, as well as private entities and non-government agencies. A total of 104 completed surveys were obtained from this client contact list (a response rate of 74%), giving a maximum standard error ratio of +/- 4.89% 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 2021	Actual 2022	Actual 2023	Target 2024	Actual 2024
Extent of client satisfaction that the Commission makes a positive contribution to economic and social development of the Pilbara.	98%	100%	98%	98%	97%



## Service: Regional Development

### 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 2021	Actual 2022	Actual 2023	Target <sup>2</sup> 2024	Actual 2024
Average cost <sup>1</sup> per hour	\$139	\$158	\$176	\$246	\$189

For the 2023/24 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 to 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 was 8% below target and total operating expenses was 29% below target resulting in the average cost per hour being 23% below target. The below target hours was a result of vacancies, with the below target spend mainly relating to the Northern Native Seeds project with much of the budget subsequently deferred to later financial years.

# 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

## Shared responsibilities with other agencies

The Commission did not share any responsibilities with other agencies in 2023-24.

# 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 2023-24.

### Capital projects complete

The Commission did not complete any capital works projects during 2023-24.

## Employment and industrial relations

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

## Staff profile

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



## Staff Development

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

Staff were also equipped with the skills required to maintain the health and safety of themselves and their peers.

## Workers' compensation

There were no workers' compensation claims during 2023-24.

# Governance Disclosures

## Board remuneration

Pilbara Development Commission Board 2023-24						
Positions	Name	Type of Remuneration	Period of Membership	Term of Appointment	Base salary/ Sitting fees	Gross/actual Remuneration
Chair	Terry Hill	Stipend	Started 01-Nov-23 8 months	3 years	\$63,000 per annum	\$40,336.17
Former Chair	Tim Larkin	Stipend & sitting fees	Term ended 31-Oct-23 4 months	3 years	\$63,000 per annum	\$22,462.66
Deputy Chair	Brett Ellacott	Stipend & sitting fees	12 months	5 years	\$5,000 per annum + \$790 per full day/ \$513 per half day	\$9,513.38
Board Member	Margaret Bertling	Sitting fees	Term ended 24-Oct-23 4 months	1 year	\$680 per full day/ \$422 per half day	\$622.00
Board Member	Wendy McWhirter-Brooks	Sitting fees	12 months	4 years	\$680 per full day/ \$422 per half day	\$8,602.00
Board Member	Anne Mitchell	Sitting fees	Started 26-Sept-23 9 months	3 years	\$680 per full day/ \$422 per half day	\$3,764.00
Board Member	Daniel Scott	Sitting fees	Started 26-Feb-24 4 months	3 years	\$680 per full day/ \$422 per half day	\$680.00
Board Member	Sara Slattery	Sitting fees	12 months	3 years	\$680 per full day/ \$422 per half day	\$1,924.00
CEO	Simon Taylor	N/A	Started 18-Mar-24 3 months 2 weeks			
Former CEO	Terry Hill	N/A	Retired 31-Oct-23 4 months			
TOTAL						\$87,904.21

### Unauthorised Use of Credit Cards

There were no unauthorised use of credit cards.

	2023-2024 (\$)
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
	2022-2023	2023-2024	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 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	State Law Publisher Initiative Media Australia	\$156.00 \$521.95	\$677.95
Market research	Advantage Communications Impact Digi	\$6,014.80 \$5,356.68	\$11,371.48
Polling	N/A	N/A	Nil
Direct mail	Mailchimp Paperless Post	\$750.09 \$372.00	\$1,122.09
Media advertising	Mail Chimp	N/A	Nil
<b>TOTAL</b>			<b>\$13,171.52</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 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.



# Auditor General

## Independent Auditor's Report 2024

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 2024, 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 Pilbara Development Commission for the year ended 30 June 2024 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.

### Other Matter – prior period financial statements not audited

The financial statements audit of the Commission for the year ended 30 June 2023 was dispensed under section 14 of the Auditor General Act 2006. Consequently, the corresponding figures are unaudited. My opinion is not modified in respect of this matter

### 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 2024

### 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 Pilbara Development Commission. The controls exercised by the Pilbara Development 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 Pilbara Development Commission are sufficiently adequate to provide reasonable assurance that the controls within the systems were suitably designed to achieve the overall controls objectives identified as at 30 June 2024, and the controls were implemented as designed as at 30 June 2024.

### 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 2024

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 Pilbara Development Commission for the year ended 30 June 2024. 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 of the Pilbara Development Commission are relevant and appropriate to assist users to assess the Commission's performance and fairly represent indicated performance for the year ended 30 June 2024.

### Other Matter – prior period key performance indicators not audited

The key performance indicator audits of the Commission for the year ended 30 June 2022 and 30 June 2023 were dispensed under section 14 of the *Auditor General Act 2006*. Consequently, the results for the financial year 2021-22 and 2022-23 are unaudited. My opinion is not modified in respect of this matter.

### 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 904 Key Performance Indicators.

## Independent Auditor's Report 2024

### 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 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 904 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

Those charged with governance are responsible for the other information. The other information is the information in the entity's annual report for the year ended 30 June 2024, but not the financial statements, key performance indicators and my auditor's report.

My opinions on the financial statements, controls and key performance indicators does 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.



## Independent Auditor's Report 2024

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.

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

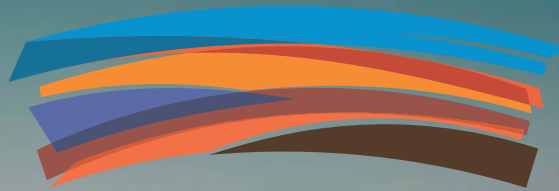
This auditor's report relates to the financial statements and key performance indicators of the Pilbara Development Commission for the year ended 30 June 2024 included in the annual report on the Commission's website. The Commission's management is responsible for the integrity of the Commission's website. 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  
26 July 2024

# PILBARA



DEVELOPMENT  
COMMISSION



Scan the QR code to read our full Annual Report.

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Credit: Shannon Stent

Back cover image: Sunset over the ocean  
Credit: Swift Hound Media