

# Our Governance

MRIWA's robust governance and contemporary fit-for-purpose corporate practices are outlined in this section highlighting some of the mechanisms in place to improve our performance, deliver business outcomes and ensure compliance.

## Message from the Audit and Risk Committee Chair

Throughout the 2023-2024 financial year, the Audit and Risk Committee (ARC) continued providing oversight to governance, risk, audit, and the financial matters of MRIWA.

The strong internal audit and risk practices by the MRIWA team in the last financial year resulted in MRIWA once again being listed by the Office of Auditor General as one of the small government organisations having positively completed a 2023FY audit with best practice performance.

With the ever-increasing risk of cyber fraud and breaches, the ARC continued its strong focus on cybersecurity and related IT issues. This included undertaking penetration testing, ongoing vulnerability assessments, and ensuring the organisation was covered by security operations centre-security information and event management monitoring. MRIWA retains an Essential 8 Level 1 standard for all of its IT systems. Monitoring of MRIWA's cybersecurity systems continues to be assessed on an ongoing basis.

Following an extensive review of MRIWA's Intellectual Property (IP) practices in the previous year, work was ongoing this financial year to implement the new IP procedures across the practices of the organisation.

Internal audits were undertaken on the scholarship contract agreements and against contract agreements

and grant management processes set within the organisation's internal management software program.

Other ongoing work during the financial year included continuous improvement of the organisation's: Financial management practices; Internal Audit and Reporting Plan; and Business continuity planning.

The Public Sector Commissioner issued a new Public Sector Code of Ethics centred around four core standards of integrity, impartiality, respect for others, and trust and accountability, as well as a new Commissioner's Instruction 40 on Ethical Foundations.

In response to the new Code of Ethics and Commissioner's Instruction, MRIWA developed and approved a new Integrity Framework. The Integrity Framework sets out MRIWA's expectations and commitments in relation to what is required to operate with the highest level of integrity and accountability, and details MRIWA's approach to integrity.

MRIWA's Financial Management Manual, Risk Appetite and Register were reviewed and updated. The ARC continues to consider ongoing emerging environmental, social and governance (ESG) risks to the organisation at each committee meeting and incorporates identified risks to MRIWA into the Risk Register as required.

Finally, I extend my appreciation to both Larry Lopez and Rylee Campbell for their continued attentive focus on governance, financial, and risk matters.

Importantly, implementation of the operational aspects of the ARC outcomes and audit findings continued with the support of Nicole Roocke and Stephanie Ahlfeld and our financial management services provider Deloitte.

**Linda Tompkins**  
**Chair**  
**Audit and Risk Committee**



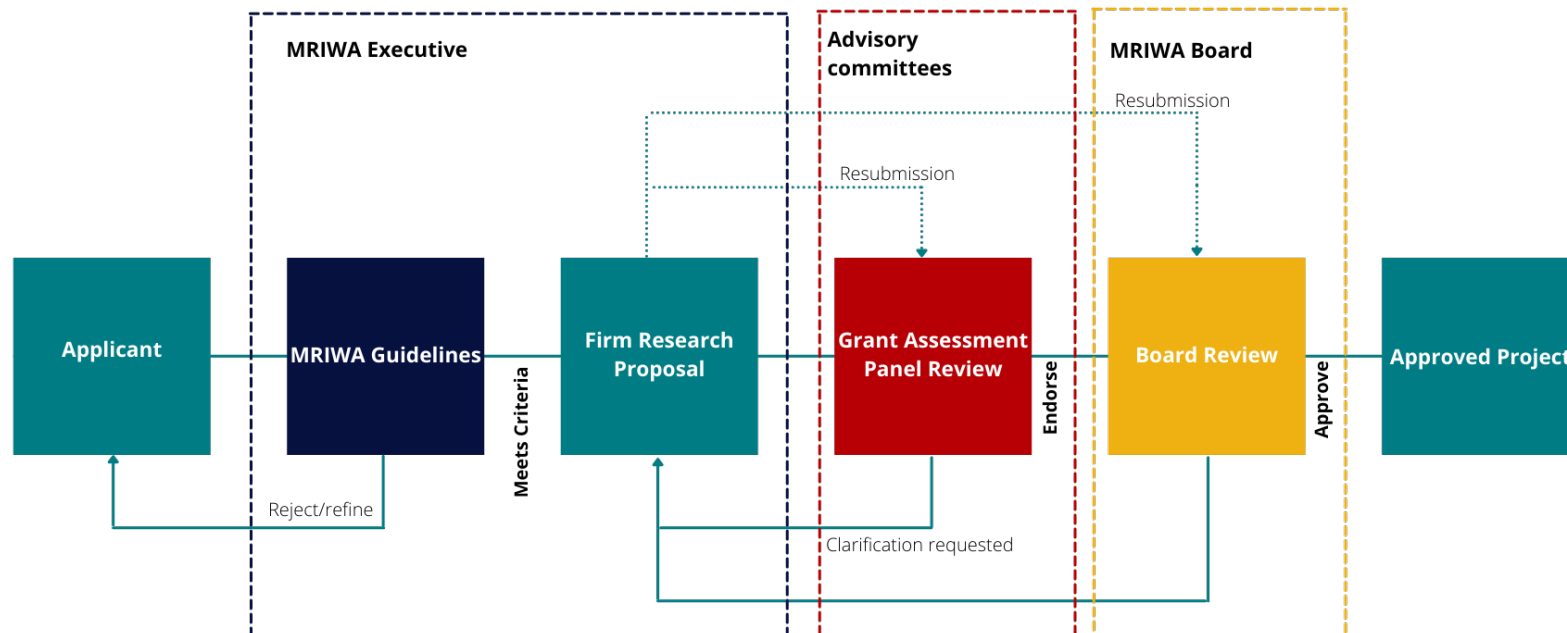
## Committee Structure and Decision-Making Framework

Control and management of MRIWA is vested in a Board of seven members (MRIWA Board), who are appointed by the Minister. The CEO administers day-to-day operations, subject to the direction of the MRIWA Board.

The MRIWA College is an advisory group appointed by the MRIWA Board to provide advice to MRIWA and the MRIWA Board on minerals research priorities. The MRIWA College assists in the assessment of research grant applications which seek to address the challenges facing the State's minerals industry to ensure it can deliver an economic and social benefit for Western Australia.

The MRIWA College is comprised of individual representatives with specific knowledge and experience relevant to one or more of the program areas in the MRIWA Research Priority Plan<sup>1</sup>. These representatives are drawn from a range of industry, research community and government organisations.

Research applications are developed by an Applicant with input from MRIWA, before being reviewed by a Grant Assessment Panel (GAP). Members of the GAP are drawn from the MRIWA College. The GAP make a recommendation to the MRIWA Board on each project. It is the role of the MRIWA Board to approve investment decisions for all projects.



1. <https://www.mriwa.wa.gov.au/research-funding/research-priorities/>



## Disclosures

### Shared Responsibilities with Other Agencies

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

### Ministerial Directives

There have been no Ministerial directives to MRIWA in 2023-24.

### Other Financial Disclosures

#### Capital Works

MRIWA has no capital works projects.

### Employment and Industrial Relations

As of 30 June 2024, MRIWA employed eight people, with three vacant roles, equating to 11 full-time equivalents (FTE).

During the year, three people ceased employment with MRIWA.

#### MRIWA employment profile

Employment Type	2024	2023
Permanent Full-Time	3	3
Fixed Term Full-Time	5	4
Fixed Term Part-Time	0	1

### Staff Development

MRIWA is committed to supporting its employees through the provision of training and development opportunities.

In 2023-24, MRIWA participated in the Public Sector Commission's Women in Executive Leadership Development Experience Initiative, temporarily creating the Level 9 (non-SES) role of Director Research Strategy from 1 July 2023 – 30 June 2024.

## Inclusiveness reporting

MRIWA is committed to a diverse and inclusive workplace.

### Diversity Profile

Diversity Group	2024	2023
<b>Gender</b>		
Women on the Board	43%	50%
Women on the College <sup>1</sup>	39%	
Women in Senior Executive Services (SES)	100%	100%
<b>Indigenous Australians</b>		
Board	14%	17%
College <sup>1</sup>	0	
Employees	0	0
<b>Culturally-Diverse Background<sup>2</sup></b>		
Board <sup>1</sup>	43%	
College <sup>1</sup>	76%	
Employees	12%	12%
<b>Disabilities</b>		
Board <sup>1</sup>	0	
College <sup>1</sup>	0	
Employees	0	0
<b>Youth - under 25 years</b>		
Board <sup>1</sup>	0	
College <sup>1</sup>	0	
Employees	0	12%

1. New data for 2024.
2. Cultural diversity core measures are defined by fluency in a language other than English, being born in a country other than Australia or self-identifying as culturally and linguistically diverse.



## Occupational Safety & Health; Workers' Compensation and Injury Management

MRIWA is committed to providing a safe and healthy work environment. All employees participated in Workplace Culture: Discrimination, Harassment and Bullying training delivered by the Equal Opportunity Commission.

Measures	Results - Base year <sup>(a)</sup>	Results - Prior year	Results - Current reporting year	Targets
Number of fatalities	0	0	0	0
Lost time injury and disease incidence rate	0	0	0	0 or 10% reduction in incidence rate
Lost time injury severity rate	0	0	0	0 or 10% reduction in severity rate
Percentage of injured workers returned to work (i) within 13 weeks	n/a	n/a	n/a	100%
Percentage of injured workers returned to work (ii) within 26 weeks	n/a	n/a	n/a	Greater than or equal to 80%
Percentage of managers trained in work health and safety injury management responsibilities, including refresher training within 3 years	100%	100%	50%	Greater than or equal to 80%

(a) The performance reporting examines a three-year trend and, as such, the comparison base year is to be two years prior to the current reporting year.

MRIWA did not provide asbestos-related training to its employees. MRIWA does not carry out asbestos related activities.

## Unauthorised use of credit cards

Officers of MRIWA hold corporate credit cards where their functions warrant usage of this facility.

No instances occurred where a Western Australian Government Purchasing Card was used for personal purposes during the period.

The number of referrals for disciplinary action instigated by the notifiable authority during the reporting period: **None**

## Governance Disclosures

### Advertising

In accordance with section 175ZE of the *Electoral Act 1907 (WA)*, MRIWA has incurred the following expenditure for advertising agencies, market research, polling, direct mail or media advertising agencies:

Expenditure	Amount (\$)	Total (\$)
Advertising agencies, Market research organisations, Polling organisations, Direct mail organisations	NIL	
Media advertising organisations		
- Initiative Media Australia ( <i>Recruitment</i> )	215	
<b>Grand total</b>		215

### Board and Committee Representation

To achieve its objective, MRIWA draws substantially on members of the minerals community contributing their experience and knowledge. This is particularly the case for the members of the MRIWA Board and supporting advisory committees.

MRIWA Board members are appointed in accordance with Section 27(1)(a) of the MRIWA Act and are remunerated by an annual fee set by the Public Sector Commissioner. The fee was increased in the period, effective from 18 September 2023.

Further information on MRIWA Board membership can be located in the *Overview* section of the Annual Report.

Under the MRIWA Act, the MRIWA Board has the authority to establish any committee or appoint any organisation or individual to provide it with advice, especially on the merit of applications for research grants (section 60).



From 17 February 2020, the advisory committee convened by MRIWA has taken the form of an assessment panel comprised of Core Members and subject matter experts drawn from the MRIWA College and known as a Grant Assessment Panel.

Members of MRIWA College are appointed in accordance with Section 60(1) of the MRIWA Act and are remunerated based on attendance at a rate set by the Public Sector Commissioner.

Five Grant Assessment Panels and two Scholarship Panels were convened in 2023-24. One further Scholarship Panel to consider applications for the DEMIRS Mental Awareness, Respect and Safety (MARS) Program was convened and was executed via correspondence.

College members were also involved in further consultation activities including:

- 2023 MRIWA College Colloquium
- Alternative Use of Tailings and Waste Inception Workshop
- Industry Round Table on: Common User Pilot Facility & Green Iron and Steel Initiatives in Western Australia
- Precision and Low Impact Mining Strategy Workshop

## MRIWA College Colloquium

The 2023 MRIWA College Colloquium was held on 30 October 2023, with attending members asked to consider research 'impact' and opportunities for MRIWA's minerals research activities to deliver impact and benefit for Western Australia.

Facilitated by Joel Levin from Aha! Consulting, attendees were led through group discussions and activities to explore:

- What 'impact' means for the MRIWA research agenda
- Ways in which MRIWA can measure and deliver impact

The views surfaced through these workshop activities were captured and provided to MRIWA to support strategic forward planning for new and existing business activities.

Outcomes from the Colloquium will inform the 2024 MRIWA Impact Assessment, as well as supporting the Board and Executive as part of their strategic planning for 2024-2025.

The next MRIWA College Colloquium will be held on 11 November 2024.

## College - Core Membership

Up to ten (10) persons will be appointed as Core Members of the College. At the expiry of their term as a Core Member, individuals may continue to participate in the College as a subject matter expert.

The number of meetings is not fixed and is variable year to year. Core Members are invited to:

- Attend all Grant Assessment Panel (GAP) meetings, to ensure a consistent approach in the assessment of research grant applications.
- Participate in consultation activities throughout the year. A summary of these is provided above.

Type of remuneration is based on attendance with differing rates for full or half day meetings.

Sitting fees rates are:

GAP Core Member Chairperson: \$1,046 per full day meeting over four hours  
\$680 per half day meeting four hours or less

Core Members: \$680 per full day meeting over four hours  
\$442 per half day meeting four hours or less

Where written assessments are required, remuneration is provided at a rate of \$85 per hour capped at a maximum of two hours per written assessment.

Position title	Last name	First Name	Appointment First Approved	Current Term Expiry	Actual remuneration 2023-24 \$
Chair	Lickfold	Vanessa	1/01/2021	31/12/2026	3,604 <sup>(a)</sup>
Deputy Chair	Kuhar	Laura	1/06/2020	31/05/2026	4,046 <sup>(a)</sup>
Core Member	Braund	Sara	1/09/2022	31/08/2025	612 <sup>(a)</sup>
Core Member	Trench	Allan	1/06/2020	31/05/2026	2,210 <sup>(a)</sup>
Core Member	Hough	Rob	1/06/2020	31/05/2026	-(b)
Core Member	Heyes	Joanne	1/06/2020	29/04/2024	2,890 <sup>(a)</sup>
Former Chair	Danckert	Gerard	1/06/2020	31/12/2023	1,360 <sup>(a)</sup>

(a) Foregoes all remuneration for use in the MRIWA Education Program.

(b) Ineligible for remuneration in accordance with Premier's Circular 2023/02 State Government Boards and Committees.





## College Members

College members are invited to participate in MRIWA's activities as subject matter experts.

The number of meetings is not fixed and is variable year to year. College Members:

- May be invited to attend a Grant Assessment Panel (GAP) meeting subject to their area of expertise and the applications being considered.
- Are invited to participate in consultation activities throughout the year. A summary of these is provided above.

Type of remuneration is based on attendance with differing rates for full or half day meetings. Sitting fees rates are:

GAP Subject Matter Experts:                     \$680 per full day meeting over four hours  
    \$442 per half day meeting four hours or less

College Members:                                     \$680 per full day meeting over four hours  
    \$442 per half day meeting four hours or less

Where written assessments are required, remuneration is provided at a rate of \$85 per hour capped at a maximum of two hours per written assessment.

Position title	Last name	First Name	Appointment First Approved	Current Term Expiry	Actual remuneration 2023-24 \$
Member	Baker	Christopher	1/06/2023	31/05/2026	0 <sup>(a)</sup>
Member	Bewick	Peter	1/06/2020	31/05/2026	442 <sup>(a)</sup>
Member	Brent	Allon	1/01/2021	31/12/2026	0 <sup>(a)</sup>
Member	Dell	John	1/06/2020	31/05/2026	2,006 <sup>(a)</sup>
Member	Elliott	Charles	20/06/2020	31/05/2026	755 <sup>(d)</sup>
Member	Fourie	Andy	1/06/2020	31/05/2026	442 <sup>(a)</sup>
Member	Fraser	Ryan	1/11/2023	31/10/2026	1,184 <sup>(b)</sup>
Member	Guj	Pietro	1/11/2020	31/10/2026	442 <sup>(a)</sup>
Member	Haslam McKenzie	Fiona	1/06/2020	31/05/2026	491 <sup>(d)</sup>
Member	Hebert	Nicolas	1/03/2023	28/02/2026	976 <sup>(b)</sup>

Position title	Last name	First Name	Appointment First Approved	Current Term Expiry	Actual remuneration 2023-24 \$
Member	Hodkiewicz	Melinda	1/09/2023	31/08/2026	884 <sup>(a)</sup>
Member	Hronsky	Jon	1/06/2020	31/05/2026	442 <sup>(a)</sup>
Member	Jessell	Mark	1/06/2020	31/05/2026	0 <sup>(a)</sup>
Member	Joubert	Anel	1/06/2020	31/05/2026	1,802 <sup>(a)</sup>
Member	Jung	James	1/12/2023	30/11/2026	884 <sup>(a)</sup>
Member	Kaksonen	Anna	1/06/2020	31/05/2026	- <sup>(c)</sup>
Member	Keegan	Michelle	1/06/2020	31/05/2026	442 <sup>(a)</sup>
Member	Kirkland	Chris	1/06/2020	31/05/2026	442 <sup>(a)</sup>
Member	Lamb	Andy	1/09/2020	31/08/2026	1,122 <sup>(a)</sup>
Member	Logan	Alexander	1/09/2020	31/08/2026	- <sup>(a)</sup>
Member	Maybee	Bryan	1/06/2020	31/05/2026	1,472 <sup>(b)</sup>
Member	McNab	Louise	1/09/2022	31/08/2025	850 <sup>(a)</sup>
Member	Morrison	Kylah	1/03/2024	28/02/2027	1,359 <sup>(d)</sup>
Member	Perring	Caroline	1/06/2020	31/05/2026	0 <sup>(a)</sup>
Member	Phegan	Eugenia	1/03/2023	28/02/2026	1,564 <sup>(a)</sup>
Member	Roberts	Ivor	1/06/2020	31/05/2026	- <sup>(c)</sup>
Member	Smith	Jeremy	1/06/2023	31/05/2026	491 <sup>(d)</sup>
Member	Staines	Russell	1/12/2022	30/11/2025	680 <sup>(a)</sup>
Member	Stimpfl	Marilena	1/09/2022	31/08/2025	0 <sup>(a)</sup>
Member	Suckling	Ian	1/01/2021	31/12/2026	442 <sup>(a)</sup>
Member	Topal	Erkan	22/06/2020	31/05/2026	0 <sup>(a)</sup>
Member	Viswanathan	Chitra	1/09/2020	31/08/2026	- <sup>(c)</sup>

- Foregoes all remuneration for use in the MRIWA Education Program.
- Foregoes a portion of remuneration for use in the MRIWA Education Program. Cash component includes superannuation paid.
- Ineligible for remuneration in accordance with Premier's Circular 2023/02 State Government Boards and Committees.
- Cash component includes superannuation paid.



## Contracts with Senior Officers

No member of MRIWA staff had any interest or benefit from any contract entered by MRIWA.

## Freedom of Information

The *Freedom of Information Act 1992* (WA) enables the public to apply for access to documents held by MRIWA. No freedom of information request was received by the organisation in 2023-24.

## Public Sector Standards and Ethical Codes

All members of MRIWA Board and MRIWA College are aware of the need to comply with Part 4 – Administration, Subdivision 3 of the *Minerals Research Institute of Western Australia Act 2013* (WA), which sets out the provisions for disclosure of material personal interest, and MRIWA's Code of Conduct.

MRIWA has complied with Section 31(1) of the *Public Sector Management Act 1994* (WA) in the administration of the MRIWA's human resource management practices relating to Public Sector Standards, Western Australian Public Sector Code of Ethics and MRIWA's Code of Conduct.

MRIWA utilises the Department of Energy, Mines, Industry Regulation and Safety's human resources services and is confident their human resources management principles have adequate checks in place to ensure compliance requirements are met.

In 2023-24 no breach claims were lodged in relation to either the Public Sector Standards or the WA Public Sector Commission's Code of Ethics.

MRIWA is compliant with the *Public Interest Disclosure Act 2003* (WA). In accordance with this Act, the Chief Executive Officer is the designated Public Interest Disclosure Officer.

In 2023-24 no public interest disclosures were lodged under the Act. MRIWA submitted the 'Public Sector Entity Survey to the Public Sector Commission with no reports for breach of discipline under the *Public Sector Management Act 1994* (WA).

Quarterly reporting of MRIWA's gift and benefits register to the MRIWA Board continues to ensure no inappropriate acceptance of gifts or benefits and to monitor any notable trends.

## WA Multicultural Policy Framework

The MRIWA Multicultural Plan 2021-24 was submitted in January 2021.

MRIWA is committed to all opportunities to expand knowledge about Aboriginal and Torres Strait Islander culture, history and experiences for our staff, board members and PhD student cohort.

MRIWA actively strived to identify ways where it can increase the engagement of Aboriginal and Torres Strait Islander people in the work done and ensure they are supported in doing so.

MRIWA believes in supporting and empowering mining industry thought leaders and research champions of the future. Introducing in FY22 the MRIWA Indigenous Postgraduate Research Scholarship, open to Aboriginal and Torres Strait Islander applicants only, to further enhance our multicultural engagement.

All MRIWA staff have completed the Public Sector Commission's Cultural Awareness training and Office of Multiculture Interest's Diverse WA training.

Throughout the year:

- MRIWA initiated its Lead Investigator series, celebrating the achievements of people from culturally diverse background who are recipients of MRIWA grant funding.
- Hosted 1 induction event and 2 networking events for participants in MRIWA's Education Program to facilitate the establishment of a peer network for new PhD recipients from overseas.
- Amended its ICT systems to enable the collection and reporting of cultural and linguistic data for MRIWA Board and College. This is included in the annual report for the first time.





## Other Legal Requirements Annual Estimates<sup>(a)</sup> Statement of Comprehensive Income

For financial year 2024-25

	Notes	Estimate 2025 \$
<b>COST OF SERVICES</b>		
<b>Expenses</b>		
Research grants	(b)	84,339,841
Scholarships and awards		575,010
Loss on disposal of assets		0
Employee benefits expense	(b)	2,409,930
Institute Contractor fees	(b)	7,557,000
Board and committee fees and costs		208,234
Supplies and services	(b)	9,554,888
Other expenses	(b)	209,449
Accommodation expenses		152,086
Depreciation expense		0
<b>Total cost of services</b>		<b>105,006,438</b>
<b>Income</b>		
<b>Revenue</b>		
Interest revenue		615,240
Other revenue		161,837
Revenue from Sponsorship	(b)	49,972,811
<b>Total revenue</b>		<b>50,749,888</b>
<b>Total income other than income from State Government</b>		<b>50,749,888</b>
<b>NET COST OF SERVICES</b>		<b>54,256,550</b>

	Notes	Estimate 2025 \$
<b>Income from State Government</b>		
State Government Grant	(b)	55,181,000
Resources received free of charge		152,086
<b>Total income from State Government</b>		<b>55,333,086</b>
<b>Surplus/(Deficit) for the period</b>		<b>1,076,536</b>
<b>TOTAL COMPREHENSIVE INCOME FOR THE PERIOD</b>		<b>1,076,536</b>

Notes:

- (a) As MRIWA's Total Cost of Services has been less than \$10M in the two most recent comparative periods it is exempt from preparing Annual Estimates in accordance with Treasurer's Instruction 953 'Annual Estimates' and the Treasurer's Direction dated 16 March 2022.

As a matter of good practice, and given MRIWA is still required to disclose budgets for each financial year in the Annual Report in the form of:

- Statement of Comprehensive Income
- Statement of Financial Position
- Statement of Cash Flows,

annual estimates have been prepared for this future use.

- (b) Inclusive of funds committed by the State Government in the 2023-24 Budget Papers (\$200M over the forward estimates) to establish a Critical Minerals Advanced Processing (CMAP) Common User Facility. The State's contribution of \$100M is conditional upon the Commonwealth confirming its \$100M matching contribution to the CMAP.



## Statement of Financial Position

For financial year 2024-25

	Estimate 2025 \$
<b>ASSETS</b>	
<b>Current Assets</b>	
Cash and cash equivalents	4,042,762
Restricted cash and cash equivalents	16,171,048
Receivables and other assets	489,901
Other Current Assets	153,810
<b>Total Current Assets</b>	<b>20,857,521</b>
<b>Non-Current Assets</b>	
Property, plant and equipment	10,400
<b>Total Non-Current assets</b>	<b>10,400</b>
<b>TOTAL ASSETS</b>	<b>20,867,921</b>

	Estimate 2025 \$
<b>LIABILITIES</b>	
<b>Current Liabilities</b>	
Payables	80,000
Provisions	76,785
Deferred revenue	2,155,754
<b>Total Current Liabilities</b>	<b>2,312,539</b>
<b>Non-Current Liabilities</b>	
Provisions	0
<b>Total Non-Current Liabilities</b>	<b>0</b>
<b>TOTAL LIABILITIES</b>	<b>2,312,539</b>
<b>NET ASSETS</b>	<b>18,555,382</b>
<b>EQUITY</b>	
Accumulated surplus	18,555,382
<b>TOTAL EQUITY</b>	<b>18,555,382</b>



## Statement of Cash Flows

For financial year 2024-25

	Notes	Estimate 2025 \$
<b>Cash flows from State Government</b>		
Cash receipts from Government	(a)	55,181,000
<b>Cash flows from operating activities</b>		
<b>Payments</b>		
Research Grant & Scholarship Payments	(a)	(84,883,806)
Employee benefits	(a)	(2,555,645)
Institute Contractor Fees	(a)	(7,557,000)
Board and Advisory Committee Fees		(208,234)
Supplies and Services	(a)	(10,028,489)
GST Paid on Purchases	(a)	(9,222,237)
<b>Other payments</b>		
Receipts from Sponsors	(a)	50,053,384
Receipts from Events		161,837
Interest received		503,173
GST received on sales		146,522
Net GST refunded from ATO (or paid)		9,075,715
<b>Cash generated from operations</b>		<b>(54,514,781)</b>
<b>Cash flows from investing activities</b>		
Purchase of non-current assets		0
<b>Net cash from investing activities</b>		<b>0</b>

	Estimate 2025 \$
<b>Cash flows from financing activities</b>	
Related entities loans	0
Proceeds from other borrowings	0
HP Financing	0
Finance leases	0
<b>Net cash from financing activities</b>	<b>0</b>
Net increase in cash and cash equivalents	666,219
Cash and cash equivalents 1 July	19,547,591
<b>CASH AND CASH EQUIVALENTS AT END OF YEAR</b>	<b>20,213,810</b>

- (a) Inclusive of funds committed by the State Government in the 2023-24 Budget Papers (\$200M over the forward estimates) to establish a Critical Minerals Advanced Processing (CMAP) Common User Facility. The State's contribution of \$100 million is conditional upon the Commonwealth confirming its \$100M matching contribution to the CMAP.



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