

## Part 11

### Planning and Land Use

#### Introduction

The Planning and Land Use portfolio delivers an effective and efficient planning system that supports the sustainable development of well-planned communities in Western Australia. The portfolio undertakes land asset management, cultural heritage conservation and management, Crown land and Native Title administration, land and location information and records administration, valuations, statewide strategic planning and regulatory reform.

#### Summary of Recurrent and Asset Investment Expenditure

Agency	2024-25 Estimated Actual \$'000	2025-26 Budget Year \$'000
Planning, Lands and Heritage		
– Total Cost of Services.....	338,650	374,358
– Asset Investment Program .....	39,888	10,888
Western Australian Planning Commission		
– Total Cost of Services.....	66,861	72,697
– Asset Investment Program .....	105,909	48,251
Western Australian Land Information Authority		
– Total Cost of Services.....	137,606	164,887
– Asset Investment Program .....	4,987	11,062
DevelopmentWA		
– Asset Investment Program .....	510,663	980,705
Heritage Council of Western Australia		
– Total Cost of Services.....	6,977	7,154
National Trust of Australia (WA)		
– Total Cost of Services.....	10,212	8,921
– Asset Investment Program .....	4,803	4,988

## Ministerial Responsibilities

Minister	Agency	Services
Minister for Planning and Lands; Housing and Works; Health Infrastructure	Planning, Lands and Heritage	1. Planning Services 2. Land Administration Services 3. Historical Heritage Services 4. Aboriginal Heritage Management
Minister for Creative Industries; Heritage; Industrial Relations; Aged Care and Seniors; Women		
Minister for Aboriginal Affairs; Water; Climate Resilience; South West		
Minister for Planning and Lands; Housing and Works; Health Infrastructure	Western Australian Planning Commission	1. Statutory Planning 2. Strategic Planning and Policy Development 3. Strategic Reservation and Acquisition of Land
	Western Australian Land Information Authority	1. Land Titling 2. Valuations 3. Land Information and Services 4. Access to Location Information
	DevelopmentWA	n.a.
Minister for Creative Industries; Heritage; Industrial Relations; Aged Care and Seniors; Women	Heritage Council of Western Australia	1. Cultural Heritage Conservation Services
	National Trust of Australia (WA)	1. Conservation and Management of Built Heritage 2. Heritage Services to the Community

## Division 44 Planning, Lands and Heritage

### Part 11 Planning and Land Use

#### Appropriations, Expenses and Cash Assets

	2023-24 Actual \$'000	2024-25 Budget \$'000	2024-25 Estimated Actual \$'000	2025-26 Budget Year \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000	2028-29 Outyear \$'000
<b>DELIVERY OF SERVICES</b>							
Item 90 Net amount appropriated to deliver services .....	149,090	207,494	219,088	237,121	213,430	166,662	185,894
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975.....	410	461	461	475	486	498	510
Total appropriations provided to deliver services .....	149,500	207,955	219,549	237,596	213,916	167,160	186,404
<b>CAPITAL</b>							
Item 156 Capital Appropriation .....	19,854	7,339	8,344	6,494	2,378	2,389	2,384
<b>TOTAL APPROPRIATIONS</b> .....	169,354	215,294	227,893	244,090	216,294	169,549	188,788
<b>EXPENSES</b>							
Total Cost of Services .....	245,994	320,433	338,650	374,358	313,047	264,618	282,819
Net Cost of Services <sup>(a)</sup> .....	228,979	306,004	311,406	342,327	293,676	246,129	264,211
<b>CASH ASSETS</b> <sup>(b)</sup> .....	42,498	7,661	39,843	27,271	21,287	15,018	9,937

(a) Represents Total Cost of Services (expenses) less retained revenues applied to the Department's services. Reconciliation to the total appropriations provided to deliver services includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

(b) As at 30 June each financial year.

#### Spending Changes

Recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the Department's Income Statement since presentation of the 2024-25 Budget to Parliament on 9 May 2024, are outlined below:

	2024-25 Estimated Actual \$'000	2025-26 Budget Year \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000	2028-29 Outyear \$'000
<b>Election Commitments</b>					
Dorrien Gardens Precinct .....	-	-	10,000	10,000	10,000
Regional Housing Support Fund .....	-	6,250	6,250	6,250	6,250
Service Delivery Agreement - Treebates and Urban Canopy Program .....	-	2,500	2,500	2,500	2,500
Small Commitments .....	-	35	-	-	-
<b>New Initiatives</b>					
Ellenbrook Aquatic Facilities.....	3,000	5,000	2,000	-	-
Establishment of a Lead Negotiator for the State .....	245	252	258	264	271
Financial Review Consultancy Cost .....	-	500	-	-	-
Future of Fremantle - Transport Design Study .....	-	725	-	-	-
High Wycombe Community Hub .....	15,000	27,000	18,000	-	-
Housing Support Program .....	-	1,300	2,000	-	-
Perth Convention and Exhibition Centre Precinct.....	19,470	16,100	-	-	-
Remote Aboriginal Housing and Municipal Services .....	900	7,500	-	-	-
<b>Ongoing Initiatives</b>					
Department Resourcing .....	1,747	3,857	-	-	-
Fremantle Prison .....	378	2,190	1,000	1,134	1,271
Housing Diversity Pipeline .....	7,353	1,579	-	-	-
Implementation and Administration of the Amended <i>Aboriginal Heritage Act 1972</i> .....	-	2,246	-	-	-
Northampton Lead Tailings Project .....	507	-	-	-	-

	2024-25 Estimated Actual \$'000	2025-26 Budget Year \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000	2028-29 Outyear \$'000
<b>Other</b>					
Government Office Accommodation.....	4	5	5	6	6
Government Regional Officer Housing.....	14	(16)	(19)	(17)	(20)
Public Sector Wages Policy.....	3,439	4,964	6,441	6,152	6,152
Service Delivery Agreement (Western Australian Planning Commission).....	867	(3,698)	482	482	482
State Fleet Updates.....	34	32	33	32	44

## Significant Initiatives

### Election Commitments

1. The Government has committed \$30 million to transform Dorrien Gardens and the Western Australian Italian Club.
2. The \$25 million Regional Housing Support Fund aims to accelerate regional housing development by offering grants of up to \$5 million to address feasibility challenges impacting the delivery of housing projects in the regions. Funding is available to local governments and private developers to fast-track new housing projects and increase land availability in regional areas.
3. The Department, along with the Western Australian Planning Commission, will deliver the Treebates and Urban Canopy Program, establishing a \$10 million grants program to support tree planting projects and assist with achieving the target of planting one million trees in metropolitan Perth by 2035, and doubling Perth's urban tree cover by 2040. This program will be delivered in partnership with Water and Environmental Regulation, who is leading the implementation of the \$6.9 million Treebates program.

### Land and Housing Supply

4. The Department is leading or supporting several initiatives to boost housing development by releasing State-owned land to the market. These initiatives include the Housing Diversity Pipeline, which is aimed at creating a steady stream of new land and housing supply in collaboration with industry. The Housing Diversity Pipeline supports the Government's \$5.8 billion program to improve accessibility to affordable and social housing, and increase housing supply and housing support in Western Australia.
5. Other key initiatives to increase housing supply include administering the \$80 million Infrastructure Development Fund, supporting delivery of the Commonwealth Government's Housing Support Program and implementing strategic planning and land use initiatives within METRONET precincts.

### Major Projects

6. To enable the North Fremantle integrated transport design study, \$725,000 will be spent by the Department in 2025-26. This study will investigate land and infrastructure requirements, staging options and costs to support accessibility and growth in the North Fremantle area which are crucial to the Future of Fremantle Place and Economic Vision. Robust transport planning and design is essential to achieving the sustainable transport mode share target that is required to deliver the Vision.
7. The Department is leading the project definition phase for the redevelopment of the Perth Convention and Exhibition Centre.
8. The Department continues to play a coordination and support role in the delivery of community infrastructure including the Ellenbrook Aquatic Facilities, High Wycombe Community Hub, as well as other Government priority projects.

### Protecting and Managing Aboriginal Heritage

9. The Department is leading the delivery of urgent works in remote Aboriginal communities, in partnership with Communities and Main Roads, to address gaps in housing and foundational services on Crown and Aboriginal Lands Trust estate land.

10. Implementation of the amended *Aboriginal Heritage Act 1972* will continue in 2025-26, ensuring that land use proponents and Native Title parties are aware of the changes to the laws and the Aboriginal Cultural Heritage Committee is supported in discharging its functions within prescribed timeframes.

## Resource Agreement

The following performance information (financial and non-financial) is the subject of a Resource Agreement signed by the Ministers, Accountable Authority and Treasurer under Part 3, Division 5 of the *Financial Management Act 2006*.

## Outcomes, Services and Key Performance Information

### Relationship to Government Goals

Broad government goals are supported at agency level by specific outcomes. Agencies deliver services to achieve these outcomes. The following table illustrates the relationship between the Department's services, the desired outcomes and the relevant Government Goal. The key effectiveness indicators measure the extent of impact of the delivery of services on the achievement of desired outcomes. The key efficiency indicators monitor the relationship between the service delivered and the resources used to produce the service.

Government Goal	Desired Outcomes	Services
Investing in WA's Future: Tackling climate action and supporting the arts, culture and sporting sectors to promote vibrant communities.	An effective planning system that supports the development of communities in Western Australia.	1. Planning Services
	An effective system for the administration of Crown land and the Aboriginal Lands Trust estate.	2. Land Administration Services
	An effective system for the conservation of cultural heritage places in Western Australia for the benefit of present and future generations.	3. Historical Heritage Services 4. Aboriginal Heritage Management

## Service Summary

Expense	2023-24 Actual \$'000	2024-25 Budget \$'000	2024-25 Estimated Actual \$'000	2025-26 Budget Year \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000	2028-29 Outyear \$'000
1. Planning Services.....	132,890	181,090	213,298	225,615	177,032	143,946	164,982
2. Land Administration Services .....	71,872	87,174	76,890	88,693	73,967	68,152	66,305
3. Historical Heritage Services.....	19,048	14,346	19,838	21,182	22,132	20,027	20,321
4. Aboriginal Heritage Management .....	22,184	37,823	28,624	38,868	39,916	32,493	31,211
<b>Total Cost of Services.....</b>	<b>245,994</b>	<b>320,433</b>	<b>338,650</b>	<b>374,358</b>	<b>313,047</b>	<b>264,618</b>	<b>282,819</b>

## Outcomes and Key Effectiveness Indicators <sup>(a)</sup>

	2023-24 Actual	2024-25 Budget	2024-25 Estimated Actual	2025-26 Budget Target	Note
<b>Outcome: An effective planning system that supports the development of communities in Western Australia:</b>					
Percentage of Development Assessment Panel determinations issued within 22 days of Responsible Authority Report being submitted by Responsible Authority <sup>(b)</sup> .....	80%	n.a.	82%	80%	
<b>Outcome: An effective system for the administration of Crown land and the Aboriginal Lands Trust estate:</b>					
Percentage of land tenure change and interest documents validly lodged with the Western Australian Land Information Authority (Landgate).....	99%	99%	99%	99%	
<b>Outcome: An effective system for the conservation of cultural heritage places in Western Australia for the benefit of present and future generations:</b>					
Percentage of visitors to Fremantle Prison satisfied with services provided by the Department .....	96%	97%	96%	94%	
Percentage of <i>Aboriginal Heritage Act 1972</i> section 18 notices submitted to the Minister for Aboriginal Affairs within the statutory timeframe <sup>(c)</sup> .....	n.a.	95%	97%	98%	

(a) Further detail in support of the key effectiveness indicators is provided in the Department's Annual Report.

(b) A detailed reviewed of the Department's Outcomes, Services and Key Performance Information was undertaken in 2024-25. This key effectiveness indicator is new and will be reported from 1 July 2025. The 2023-24 Actual and 2024-25 Estimated Actual have been calculated for comparative purposes.

(c) This key effectiveness indicator took effect from 1 July 2024, as such there is no result for the 2023-24 Actual. In addition, as part of the Department's detailed review of its Outcomes, Services and Key Performance Information the description of this indicator has been amended to provide greater clarity of the measure (however data collection and methodology remains unchanged).

## Services and Key Efficiency Indicators

### 1. Planning Services

By shaping the pattern of development and influencing the location, scale, density, design and mix of land uses, integrated land use systems contribute to the Government Goal of Investing in WA's Future by:

- ensuring flexibility to meet the demands of a changing economy and market environments;
- maximising the utility of existing infrastructure;
- ensuring that sufficient land is available for purchase for both residential, commercial and industrial/employment purposes;
- controlling lot sizes and therefore the cost of infrastructure required to service each lot;
- streamlining land supply and the attendant cost by making accurate, timely decisions on redevelopment and subdivision proposals; and
- providing resources to the Western Australian Planning Commission to enable:
  - other acquisition and management of properties reserved under Perth's Metropolitan Region Scheme for important urban roads, controlled access highways, parks and recreational reserves, special uses and major land redevelopment projects; and
  - other special planning projects undertaken within the Perth metropolitan area.

	2023-24 Actual	2024-25 Budget	2024-25 Estimated Actual	2025-26 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	132,890	181,090	213,298	225,615	1
Less Income .....	2,264	3,971	15,987	19,844	2
Net Cost of Service .....	130,626	177,119	197,311	205,771	
<b>Employees (Full-Time Equivalents) .....</b>	<b>564</b>	<b>578</b>	<b>572</b>	<b>564</b>	
<b>Efficiency Indicator</b>					
Average cost of managing Development Assessment Panel applications <sup>(a)</sup> .....	\$10,679.10	n.a.	\$14,549.87	\$14,804.50	3

(a) A detailed review of the Department's Outcomes, Services and Key Performance Information was undertaken in 2024-25. This key efficiency indicator is new and will be reported from 1 July 2025. The 2023-24 Actual and 2024-25 Estimated Actual have been calculated for comparative purposes.

### Explanation of Significant Movements

(Notes)

1. The increase between the 2024-25 Budget and the 2024-25 Estimated Actual is mainly due to additional expenditure in 2024-25 on the Housing Diversity Pipeline, Ellenbrook Aquatic Facilities and High Wycombe Community Hub programs.

The increase between 2024-25 Estimated Actual and the 2025-26 Budget Target is mainly due to deferral of expenditure associated with the Infrastructure Development Fund, Perth Convention and Exhibition Centre and Unified Natural Hazard Risk Mitigation Exploratory Decision. This increase is partially offset by the reallocation to Historical Heritage Services as result of updated methodology for corporate overhead cost allocation.

2. The increase between the 2024-25 Budget and the 2024-25 Estimated Actual is mainly due to Ellenbrook Aquatic Facilities funding transferring from Creative Industries, Tourism and Sport, and Commonwealth Government funding for the High Wycombe Community Hub.
3. Relative to the 2023-24 Actual the average cost has increased in the 2024-25 Estimated Actual and 2025-26 Budget as the number of Development Assessment Panel members has increased to achieve planning reforms.

## 2. Land Administration Services

Land Administration Services contributes to the Government Goal of Investing in WA's Future by:

- administering Crown land to ensure that land is being utilised to its full value and potential;
- unlocking the land potential for the State;
- delivering primary land tenure for strategic infrastructure projects;
- ensuring that, in the case of land subject to Native Title rights and interests, security of land tenure is provided by engaging with Native Title appropriately depending on the use and type of tenure proposed;
- administering the Government's Land Asset Sales Program, whereby surplus or underutilised Crown land assets are identified and prepared for sale. Sale of land enables the assets to be used for a higher and/or better use in a way that unlocks the full potential of the assets for the benefit of Western Australia; and
- supporting the Aboriginal Lands Trust, Aboriginal people, the Minister for Aboriginal Affairs, Government and key stakeholders in relation to the management of the Aboriginal Lands Trust estate by:
  - processing of land access approvals;
  - assisting with operational management and development of land;
  - management of strategic initiatives in accordance with the Aboriginal Lands Trust Strategic Plan; and
  - facilitation of the transfer of land to Aboriginal people.

	2023-24 Actual	2024-25 Budget	2024-25 Estimated Actual	2025-26 Budget Target	Note
Total Cost of Service .....	\$'000 71,872	\$'000 87,174	\$'000 76,890	\$'000 88,693	1
Less Income .....	7,753	4,653	4,604	4,605	
Net Cost of Service .....	64,119	82,521	72,286	84,088	
<b>Employees (Full-Time Equivalents) .....</b>	<b>304</b>	<b>282</b>	<b>306</b>	<b>296</b>	
<b>Efficiency Indicator</b>					
Average cost per hectare to administer Crown land and Aboriginal Lands Estate Trust <sup>(a)</sup> .....	\$0.28	n.a.	\$0.29	\$0.33	2

(a) The average cost is now reported per hectare instead of per square kilometre to provide greater granularity. The 2023-24 Actual and 2024-25 Estimated Actual have been calculated for comparative purposes.

### Explanation of Significant Movements

(Notes)

1. The decrease from the 2024-25 Budget to the 2024-25 Estimated Actual is due to deferral of expenditure associated with the Bidyadanga Land Activation Project, Tjiwarl Palyakuwa and Yamatji Nation Indigenous Land Use Agreements and Remote Aboriginal Housing and Municipal Services program from 2024-25 to 2025-26. This also explains the increase from the 2024-25 Estimated Actual to the 2025-26 Budget Target.
2. The average cost is expected to increase from the 2024-25 Estimated Actual to the 2025-26 Budget in line with the increased expenditure levels referred to in Note 1.



### 3. Historical Heritage Services

The Department manages historical heritage conservation on behalf of the Minister for Heritage and the Heritage Council of Western Australia. This service includes the assessment of places and precincts, registration of heritage places, development and planning referrals, Heritage Agreements, conservation and protection orders, heritage grants and awards. This service aims to:

- conserve and interpret the applicable world, national, State and local heritage values of places under management (including Fremantle Prison);
- promote a sustainable future for places under management through an integrated development framework, compatible uses and delivery of visitor standards consistent with being Western Australia's premier heritage sites; and
- promote heritage success stories and engagement with the State's heritage through media, publications, tourism and interpretation.

	2023-24 Actual	2024-25 Budget	2024-25 Estimated Actual	2025-26 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	19,048	14,346	19,838	21,182	1
Less Income .....	4,828	4,100	4,993	5,486	
Net Cost of Service .....	14,220	10,246	14,845	15,696	
<b>Employees (Full-Time Equivalents) .....</b>	<b>87</b>	<b>63</b>	<b>93</b>	<b>95</b>	<b>2</b>
<b>Efficiency Indicators</b>					
Average cost of historical heritage services <sup>(a)</sup> .....	\$6,958.37	n.a.	\$4,993.48	\$4,787.54	3
Average cost per visitor to Fremantle Prison .....	\$47.45	\$38.44	\$63.24	\$66.33	4

(a) The calculation methodology for this indicator is changing from 1 July 2025, following a detailed reviewed of the Department's Outcomes, Services and Key Performance Information in 2024-25. The 2023-24 Actual and 2024-25 Estimated Actual have been calculated for comparative purposes.

#### Explanation of Significant Movements

(Notes)

1. The increase from the 2024-25 Estimated Actual to the 2025-26 Budget Target is due to the reallocation of corporate overhead cost from the Planning Services (as a result of an update to the Department's corporate overheads methodology).
2. After the 2024-25 Budget was published it was identified that the full-time equivalents in the 2024-25 Budget were understated due to incorrect assumptions being utilised. These assumptions have been reviewed and revised for the 2024-25 Estimated Actual and the 2025-26 Budget Target. The 2023-24 Actual has also been adjusted accordingly.
3. The average cost has decreased from the 2023-24 Actual to the 2024-25 Estimated Actual mainly due to a larger number of development and planning referrals.
4. The average cost has increased from the 2023-24 Actual to the 2024-25 Estimated Actual in line with increased operational expenditure associated with the maintenance of the heritage building.

#### 4. Aboriginal Heritage Management

Contributing to the Government Goal of Investing in WA's Future, the Aboriginal Heritage Management includes:

- supporting the Aboriginal Cultural Heritage Committee;
- advice on matters relating to Aboriginal heritage;
- processing of statutory approvals and administration of heritage sites register; and
- conducting site assessments, repatriations, site audits and advice.

	2023-24 Actual	2024-25 Budget	2024-25 Estimated Actual	2025-26 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	22,184	37,823	28,624	38,868	1
Less Income .....	2,170	1,705	1,660	2,096	2
Net Cost of Service .....	20,014	36,118	26,964	36,772	
<b>Employees (Full-Time Equivalents) .....</b>	<b>80</b>	<b>93</b>	<b>85</b>	<b>100</b>	<b>3</b>
<b>Efficiency Indicators</b>					
Average cost of Aboriginal heritage management services .....	\$3,303.84	\$6,311.80	\$5,254.53	\$6,531.23	4

#### Explanation of Significant Movements

(Notes)

1. The decrease from the 2024-25 Budget to the 2024-25 Estimated Actual is mainly due to the delay in the Native Title Capacity Building Program grant payments.

The increase from the 2024-25 Estimated Actual to the 2025-26 Budget Target is due to the revised timing of Native Title Capacity Building Program grant payments and recruitment of employees for the management of the amended *Aboriginal Heritage Act 1972*

2. The increase from the 2024-25 Estimated Actual to the 2025-26 Budget Target is mainly due to a forecast increase in the number of applications related to the amended *Aboriginal Heritage Act 1972* (with the number of applications in 2024-25 expected to be largely in line with the number received in 2023-24).
3. The increase from the 2024-25 Estimated Actual to the 2025-26 Budget Target is in line with the increased staffing expenditure referenced in Note 1.
4. The increase from the 2023-24 Actual to the 2024-25 Estimated Actual is mainly due to a reduction in the estimated number of requests for Aboriginal Heritage advice.

The increase from the 2024-25 Estimated Actual to the 2025-26 Budget Target is mainly due to an increase in full-time equivalents referenced in Note 1.

## Asset Investment Program

1. The Department's Asset Investment Program for 2025-26 totals \$10.9 million and is comprised primarily of accommodation, asset replacement, ICT projects and heritage conservation works.
2. The Asset Investment Program will fund a range of process improvements and works, including:
  - 2.1. conservation and restoration works at Fremantle Prison to ensure it continues to function as a renowned State-owned World Heritage-listed asset;
  - 2.2. the ICT asset replacement program, which will continue to ensure that back office corporate systems are supported. As part of aligning with the Government's ICT strategy the Department is moving away from owning ICT infrastructure and towards adopting cloud-based services, shifting the requirement for capital funding towards operating expenditure; and
  - 2.3. rebuilding and refurbishing dwellings damaged by flooding across the Kimberley due to Ex-Tropical Cyclone Ellie.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-25 \$'000	2024-25 Estimated Expenditure \$'000	2025-26 Budget Year \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000	2028-29 Outyear \$'000
<b>WORKS IN PROGRESS</b>							
Accommodation Refurbishment and Sustainability Initiatives .....	7,938	6,342	1,364	399	399	399	399
Fremantle Prison Restoration .....	8,922	7,293	4,182	1,629	-	-	-
ICT Projects							
Asset Replacement .....	24,358	21,558	1,250	700	700	700	700
ICT Infrastructure .....	30,257	27,333	1,657	731	731	731	731
Kimberley Recovery Housing and Community Roads Package .....	17,755	12,826	12,826	4,929	-	-	-
<b>COMPLETED WORKS</b>							
Fremantle Prison Asbestos Remediation .....	267	267	7	-	-	-	-
ICT Projects							
ACHKnowledge Phase 2 .....	8,400	8,400	5,080	-	-	-	-
Planning Online Program .....	16,979	16,979	5,854	-	-	-	-
Mandurah Seawall Remediation .....	968	968	968	-	-	-	-
Mira Mar Landslide .....	9,900	9,900	6,700	-	-	-	-
<b>NEW WORKS</b>							
Fremantle Prison Restoration - Stage 2 .....	2,500	-	-	2,500	-	-	-
<b>Total Cost of Asset Investment Program .....</b>	<b>128,244</b>	<b>111,866</b>	<b>39,888</b>	<b>10,888</b>	<b>1,830</b>	<b>1,830</b>	<b>1,830</b>
<b>FUNDED BY</b>							
Capital Appropriation .....			7,794	5,959	1,830	1,830	1,830
Internal Funds and Balances .....			18,475	-	-	-	-
Major Treasurer's Special Purpose Account(s)							
Digital Capability Fund .....			793	-	-	-	-
Other <sup>(a)</sup> .....			12,826	4,929	-	-	-
<b>Total Funding .....</b>			<b>39,888</b>	<b>10,888</b>	<b>1,830</b>	<b>1,830</b>	<b>1,830</b>

(a) Disaster Recovery Funding Arrangements Western Australia.

## Financial Statements

### Income Statement

#### *Expenses*

1. The \$92.7 million increase in the Total Cost of Services from the 2023-24 Actual to the 2024-25 Estimated Actual is mainly due to grant payments associated with the Infrastructure Development Fund, Native Title Capacity Building and High Wycombe Community Hub, an increase in employee benefits (driven by wage growth in line with the public sector wages policy), as well as Perth Convention and Exhibition Centre Precinct planning expenditure.
2. The \$35.7 million increase in Total Cost of Services from the 2024-25 Estimated Actual to the 2025-26 Budget Year is mainly due to expenditure related to the Infrastructure Development Fund, Perth Convention and Exhibition Centre Precinct planning, High Wycombe Community Hub, and Remote Aboriginal Housing and Municipal Services.
3. The \$61.3 million decrease in Total Cost of Services from the 2025-26 Budget Year to the 2026-27 Outyear is mainly due to the reduction in Infrastructure Development Fund and High Wycombe Community Hub grant payments in 2026-27, estimated completion of the Perth Convention and Exhibition Centre Precinct planning, and Remote Aboriginal Housing and Municipal Services program in 2025-26.

#### *Income*

4. The increase in grants and subsidies in the 2024-25 Estimated Actual, 2025-26 Budget Year and the 2026-27 Outyear is due to Commonwealth Government funding for the High Wycombe Community Hub project.
5. The \$44.6 million decrease in total income from Government from the 2025-26 Budget Year to the 2026-27 Outyear is mainly due to movements in service appropriations and other revenue for various initiatives outlined in Note 3 above.

### Statement of Financial Position

6. The \$35.7 million increase in cash assets from the 2024-25 Budget Year to the 2024-25 Estimated Actual is due to the deferral of recurrent expenditure (for which appropriation was drawn and not spent). This is due to delays in negotiations with relevant stakeholders, the strong employment market and reduced availability of professional and consulting services, leading to deferment of procurement activities.
7. The \$4.1 million increase in intangibles from the 2023-24 Actual to the 2024-25 Estimated Actual is mainly due to the deferral of major capital projects as a result of market availability of specialists and project rescoping.
8. The \$5.8 million increase in total liabilities from the 2024-25 Budget to the 2024-25 Estimated Actual is mainly due to the increase in leave provisions.

### Statement of Cashflows

9. The \$73.7 million increase in net cash provided by Government from the 2023-24 Actual to the 2024-25 Estimated Actual is largely due to the recashflow of Infrastructure Development Fund, Native Title Capacity Building grant program and Kimberley flood recovery.
10. The \$36.8 million decrease in net cash from operating activities from the 2024-25 Estimated Actual to the 2025-26 Budget Year is mainly due to increased operating payments in grants and subsidies and supplies and services relating to the various initiatives outline in note 2 above.

**INCOME STATEMENT <sup>(a)</sup>**  
**(Controlled)**

	2023-24	2024-25	2024-25	2025-26	2026-27	2027-28	2028-29
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>COST OF SERVICES</b>							
<b>Expenses</b>							
Employee benefits <sup>(b)</sup> .....	133,436	135,144	141,963	141,913	142,392	136,035	138,546
Grants and subsidies <sup>(c)</sup> .....	17,939	70,183	67,283	99,310	71,254	44,517	59,591
Supplies and services .....	57,658	71,558	85,757	92,751	63,044	49,252	49,222
Accommodation .....	10,461	10,532	10,536	10,537	10,537	10,541	10,541
Depreciation and amortisation .....	7,540	8,488	8,530	10,577	12,010	12,013	12,013
Finance and interest costs .....	67	69	80	76	70	63	69
Other expenses .....	18,893	24,459	24,501	19,194	13,740	12,197	12,837
<b>TOTAL COST OF SERVICES .....</b>	<b>245,994</b>	<b>320,433</b>	<b>338,650</b>	<b>374,358</b>	<b>313,047</b>	<b>264,618</b>	<b>282,819</b>
<b>Income</b>							
Sale of goods and services .....	4,250	3,591	4,268	4,760	4,890	5,024	5,161
Regulatory fees and fines .....	7,400	6,119	5,820	5,112	8,314	8,291	8,265
Grants and subsidies .....	821	756	12,756	17,756	1,756	756	756
Other revenue .....	4,544	3,963	4,400	4,403	4,411	4,418	4,426
<b>Total Income .....</b>	<b>17,015</b>	<b>14,429</b>	<b>27,244</b>	<b>32,031</b>	<b>19,371</b>	<b>18,489</b>	<b>18,608</b>
<b>NET COST OF SERVICES .....</b>	<b>228,979</b>	<b>306,004</b>	<b>311,406</b>	<b>342,327</b>	<b>293,676</b>	<b>246,129</b>	<b>264,211</b>
<b>INCOME FROM GOVERNMENT</b>							
Service appropriations .....	149,500	207,955	219,549	237,596	213,916	167,160	186,404
Resources received free of charge .....	9,352	11,245	11,245	11,245	11,245	11,245	11,245
Major Treasurer's Special Purpose Account(s)							
Royalties for Regions Fund							
Regional Community Services Fund .....	5,818	5,930	6,830	13,322	5,822	5,822	5,822
Other revenues .....	54,106	77,890	84,660	68,398	54,932	55,019	55,045
<b>TOTAL INCOME FROM GOVERNMENT .....</b>	<b>218,776</b>	<b>303,020</b>	<b>322,284</b>	<b>330,561</b>	<b>285,915</b>	<b>239,246</b>	<b>258,516</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD .....</b>	<b>(10,203)</b>	<b>(2,984)</b>	<b>10,878</b>	<b>(11,766)</b>	<b>(7,761)</b>	<b>(6,883)</b>	<b>(5,695)</b>

(a) Full audited financial statements are published in the Department's Annual Report.

(b) The full-time equivalents for 2023-24 Actual, 2024-25 Estimated Actual and 2025-26 Budget Year are 1,035, 1,056 and 1,055 respectively.

(c) Refer to the Details of Controlled Grants and Subsidies table below for further information.

## DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2023-24	2024-25	2024-25	2025-26	2026-27	2027-28	2028-29
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Election Commitments</b>							
Dorrien Gardens Precinct .....	-	-	-	-	10,000	10,000	10,000
Regional Housing Support Fund .....	-	-	-	6,250	6,250	6,250	6,250
Small Commitments .....	-	-	-	35	-	-	-
Treebates and Urban Canopy Program .....	-	-	-	2,500	2,500	2,500	2,500
<b>Other Grants and Subsidies</b>							
Aboriginal Heritage Grants .....	1,015	250	1,000	1,250	1,250	1,250	1,250
Aboriginal Lands Trust Estate Divestment Program .....	-	2,348	2,348	2,448	2,808	2,698	-
Aboriginal Lands Trust Estate Management.....	2,064	2,064	2,064	2,064	2,064	2,064	2,064
Bushfire Risk Management Planning .....	3,710	3,750	3,750	3,750	3,750	3,750	3,750
Coastal Erosion Hotspots (CoastWA) .....	2,738	2,005	2,005	1,605	-	-	-
Coastal Zone Management .....	63	706	706	706	706	706	706
Cossack Townsite .....	6	120	120	120	120	120	120
Cultural and Heritage Assets Program - Cyclone Seroja .....	51	-	-	-	-	-	-
Ellenbrook Aquatic Facilities.....	-	-	3,000	5,000	2,000	-	-
Fire Risk Management Contribution .....	500	450	500	500	500	500	500
High Wycombe Community Hub .....	-	-	15,000	27,000	18,000	-	-
Housing Diversity Pipeline Business Cases .....	-	-	4,200	-	-	-	-
Infrastructure Development Fund .....	2,878	45,000	20,040	31,000	7,316	-	18,960
Local Government Heritage Consultancy Grants....	100	120	120	120	120	120	120
Management of Araluen Botanic Park.....	1,050	1,000	1,050	1,050	1,050	1,050	1,050
Native Title Capacity Building Program .....	2,841	11,070	9,180	11,820	11,820	12,521	11,341
Other <sup>(a)</sup> .....	923	1,000	1,000	1,000	1,000	988	980
Precinct Infrastructure Fund - High Wycombe Station and Redcliffe Station .....	-	300	300	-	-	-	-
Remote Aboriginal Housing and Municipal Services Funding .....	-	-	900	1,092	-	-	-
<b>TOTAL .....</b>	<b>17,939</b>	<b>70,183</b>	<b>67,283</b>	<b>99,310</b>	<b>71,254</b>	<b>44,517</b>	<b>59,591</b>

(a) Mainly reflects land transfer assistance payments, sponsorship payments and other minor grants.

**STATEMENT OF FINANCIAL POSITION <sup>(a)</sup>**  
**(Controlled)**

	2023-24	2024-25	2024-25	2025-26	2026-27	2027-28	2028-29
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Year \$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
<b>CURRENT ASSETS</b>							
Cash assets.....	41,841	3,456	39,186	26,614	20,630	14,361	9,280
Restricted cash.....	657	1,347	657	657	657	657	657
Receivables.....	7,160	7,755	7,160	7,160	7,160	7,160	7,160
Other.....	4,961	3,714	4,961	4,961	4,961	4,961	4,961
<b>Total current assets.....</b>	<b>54,619</b>	<b>16,272</b>	<b>51,964</b>	<b>39,392</b>	<b>33,408</b>	<b>27,139</b>	<b>22,058</b>
<b>NON-CURRENT ASSETS</b>							
Holding Account receivables.....	57,593	66,561	66,603	77,660	90,150	102,643	115,136
Property, plant and equipment.....	293,922	330,893	313,703	320,032	322,073	313,942	306,310
Receivables.....	3,166	-	3,166	3,166	3,166	3,166	3,166
Intangibles.....	16,727	14,208	20,796	15,261	3,526	1,925	-
Restricted cash <sup>(b)</sup> .....	-	2,858	-	-	-	-	-
<b>Total non-current assets.....</b>	<b>371,408</b>	<b>414,520</b>	<b>404,268</b>	<b>416,119</b>	<b>418,915</b>	<b>421,676</b>	<b>424,612</b>
<b>TOTAL ASSETS.....</b>	<b>426,027</b>	<b>430,792</b>	<b>456,232</b>	<b>455,511</b>	<b>452,323</b>	<b>448,815</b>	<b>446,670</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions.....	32,625	27,228	33,708	34,791	35,874	36,957	38,040
Payables.....	828	3,364	828	828	828	828	828
Borrowings and leases.....	452	443	422	452	434	466	383
Other.....	10,318	7,450	10,329	10,340	10,351	10,362	10,373
<b>Total current liabilities.....</b>	<b>44,223</b>	<b>38,485</b>	<b>45,287</b>	<b>46,411</b>	<b>47,487</b>	<b>48,613</b>	<b>49,624</b>
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions.....	3,597	4,869	3,597	3,597	3,597	3,597	3,597
Borrowings and leases.....	803	397	673	591	547	408	562
<b>Total non-current liabilities.....</b>	<b>4,400</b>	<b>5,266</b>	<b>4,270</b>	<b>4,188</b>	<b>4,144</b>	<b>4,005</b>	<b>4,159</b>
<b>TOTAL LIABILITIES.....</b>	<b>48,623</b>	<b>43,751</b>	<b>49,557</b>	<b>50,599</b>	<b>51,631</b>	<b>52,618</b>	<b>53,783</b>
<b>EQUITY</b>							
Contributed equity.....	289,709	302,970	308,100	318,103	321,644	324,033	326,417
Accumulated surplus/(deficit).....	(61,767)	(66,566)	(50,889)	(62,655)	(70,416)	(77,299)	(82,994)
Reserves.....	149,462	150,637	149,464	149,464	149,464	149,463	149,464
<b>Total equity.....</b>	<b>377,404</b>	<b>387,041</b>	<b>406,675</b>	<b>404,912</b>	<b>400,692</b>	<b>396,197</b>	<b>392,887</b>
<b>TOTAL LIABILITIES AND EQUITY.....</b>	<b>426,027</b>	<b>430,792</b>	<b>456,232</b>	<b>455,511</b>	<b>452,323</b>	<b>448,815</b>	<b>446,670</b>

(a) Full audited financial statements are published in the Department's Annual Report.

(b) Effective from the 2023-24 financial year, the classification of 27<sup>th</sup> pay cash balances held by Treasury and Finance Administered on behalf of agencies was revised from Restricted cash to Receivables.

**STATEMENT OF CASHFLOWS <sup>(a)</sup>**  
**(Controlled)**

	2023-24	2024-25	2024-25	2025-26	2026-27	2027-28	2028-29
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Year \$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
<b>CASHFLOWS FROM GOVERNMENT</b>							
Service appropriations .....	143,646	198,987	210,539	226,539	201,426	154,667	173,911
Capital appropriation.....	19,854	7,339	8,344	6,494	2,378	2,389	2,384
Major Treasurer's Special Purpose Account(s)							
Climate Action Fund .....	2,518	1,627	1,627	998	832	-	-
Digital Capability Fund .....	9,604	1,254	1,254	331	331	-	-
Royalties for Regions Fund							
Regional Community Services Fund .....	5,818	5,930	6,830	13,322	5,822	5,822	5,822
Social Housing Investment Fund .....	5,500	1,966	7,166	2,180	-	-	-
Other.....	54,738	77,890	79,660	68,398	54,932	55,019	55,045
<b>Net cash provided by Government .....</b>	<b>241,678</b>	<b>294,993</b>	<b>315,420</b>	<b>318,262</b>	<b>265,721</b>	<b>217,897</b>	<b>237,162</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits .....	(130,228)	(134,116)	(140,935)	(140,885)	(141,364)	(135,007)	(137,518)
Grants and subsidies .....	(18,188)	(70,183)	(67,283)	(99,310)	(71,254)	(44,517)	(59,591)
Supplies and services .....	(46,914)	(60,893)	(75,092)	(82,086)	(52,379)	(38,587)	(38,557)
Accommodation .....	(9,952)	(9,935)	(9,939)	(9,940)	(9,940)	(9,944)	(9,944)
GST payments .....	(10,612)	(6,240)	(6,240)	(6,240)	(6,240)	(6,240)	(6,240)
Finance and interest costs .....	(67)	(69)	(80)	(76)	(70)	(63)	(69)
Other payments .....	(14,148)	(16,511)	(16,553)	(19,146)	(13,692)	(12,149)	(12,789)
<b>Receipts <sup>(b)</sup></b>							
Regulatory fees and fines .....	7,397	6,119	5,820	5,112	8,314	8,291	8,265
Grants and subsidies .....	821	756	12,756	17,756	1,756	756	756
Sale of goods and services .....	4,246	4,444	5,121	5,613	5,743	5,877	6,014
GST receipts .....	9,561	6,233	6,233	6,233	6,233	6,233	6,233
Other receipts .....	5,194	3,118	3,555	3,558	3,566	3,573	3,581
<b>Net cash from operating activities .....</b>	<b>(202,890)</b>	<b>(277,277)</b>	<b>(282,637)</b>	<b>(319,411)</b>	<b>(269,327)</b>	<b>(221,777)</b>	<b>(239,859)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Purchase of non-current assets .....	(18,592)	(31,853)	(39,888)	(10,888)	(1,830)	(1,830)	(1,830)
<b>Net cash from investing activities .....</b>	<b>(18,592)</b>	<b>(31,853)</b>	<b>(39,888)</b>	<b>(10,888)</b>	<b>(1,830)</b>	<b>(1,830)</b>	<b>(1,830)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
Repayment of borrowings and leases .....	(491)	(513)	(550)	(535)	(548)	(559)	(554)
Other payments .....	(308)	-	-	-	-	-	-
<b>Net cash from financing activities .....</b>	<b>(799)</b>	<b>(513)</b>	<b>(550)</b>	<b>(535)</b>	<b>(548)</b>	<b>(559)</b>	<b>(554)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD.....</b>	<b>19,397</b>	<b>(14,650)</b>	<b>(7,655)</b>	<b>(12,572)</b>	<b>(5,984)</b>	<b>(6,269)</b>	<b>(5,081)</b>
Cash assets at the beginning of the reporting period .....	25,959	22,311	42,498	39,843	27,271	21,287	15,018
Net cash transferred to/from other agencies ....	(2,858)	-	5,000	-	-	-	-
<b>Cash assets at the end of the reporting period .....</b>	<b>42,498</b>	<b>7,661</b>	<b>39,843</b>	<b>27,271</b>	<b>21,287</b>	<b>15,018</b>	<b>9,937</b>

(a) Full audited financial statements are published in the Department's Annual Report.

(b) A determination by the Treasurer, pursuant to section 23 of the *Financial Management Act 2006*, provides for the retention of some cash receipts by the Department. Refer to the Net Appropriation Determination table below for further information. Other receipts are retained under the authority of other relevant Acts of Parliament.



**NET APPROPRIATION DETERMINATION <sup>(a)</sup>**

	2023-24	2024-25	2024-25	2025-26	2026-27	2027-28	2028-29
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>Regulatory Fees and Fines</b>							
Aboriginal Heritage Act 1972 Fees .....	2,128	1,582	1,580	2,015	2,053	2,054	2,054
Development Assessment Panel Fees .....	1,847	3,077	3,078	1,935	5,099	5,075	5,049
Regulatory Fees and Fines .....	3,423	1,460	1,162	1,162	1,162	1,162	1,162
<b>Grants and Subsidies</b>							
Grants and Subsidies .....	6,286	21,079	34,221	25,156	1,756	756	756
<b>Sale of Goods and Services</b>							
Sale of Goods and Services .....	4,246	4,744	5,421	5,913	6,043	6,177	6,314
<b>Service Delivery Agreement</b>							
Receipts from Service Delivery Agreement ...	46,701	55,101	56,138	55,698	54,632	54,719	54,745
<b>GST Receipts</b>							
GST Receipts .....	9,561	6,233	6,233	6,233	6,233	6,233	6,233
<b>Other Receipts</b>							
Other Receipts .....	4,035	2,501	2,080	326	334	341	349
Pastoral Leases .....	3,730	2,783	3,232	3,232	3,232	3,232	3,232
<b>TOTAL .....</b>	<b>81,957</b>	<b>98,560</b>	<b>113,145</b>	<b>101,670</b>	<b>80,544</b>	<b>79,749</b>	<b>79,894</b>

(a) The moneys received and retained are to be applied to the Department's services as specified in the Budget Statements.

**DETAILS OF ADMINISTERED TRANSACTIONS**

	2023-24	2024-25	2024-25	2025-26	2026-27	2027-28	2028-29
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>INCOME</b>							
<b>Other</b>							
Net Assets Transferred In .....	56,247	-	-	-	-	-	-
Other Revenue .....	5,114	1,569	1,569	1,569	1,569	1,569	1,569
Rent Revenue .....	24,472	18,609	18,609	18,609	18,609	18,609	18,609
Sale of Land .....	19,347	15,000	15,000	15,000	15,000	15,000	15,000
<b>TOTAL ADMINISTERED INCOME .....</b>	<b>105,180</b>	<b>35,178</b>	<b>35,178</b>	<b>35,178</b>	<b>35,178</b>	<b>35,178</b>	<b>35,178</b>
<b>EXPENSES</b>							
<b>Other</b>							
Employee Expenses .....	843	965	1,050	1,078	1,087	1,087	1,087
Net Assets Transferred Out .....	31,114	-	-	-	-	-	-
Other Expenses .....	47,943	4,356	4,271	4,243	4,234	4,234	4,234
Payments to Consolidated Account .....	42,663	31,737	31,737	31,737	31,737	31,737	31,737
Revaluation Decrement .....	189,322	-	-	-	-	-	-
<b>TOTAL ADMINISTERED EXPENSES .....</b>	<b>311,885</b>	<b>37,058</b>	<b>37,058</b>	<b>37,058</b>	<b>37,058</b>	<b>37,058</b>	<b>37,058</b>

## Agency Special Purpose Account Details

### DAMPIER TO BUNBURY NATURAL GAS PIPELINE CORRIDOR SPECIAL PURPOSE ACCOUNT

Account Purpose: The Dampier to Bunbury Natural Gas Pipeline Corridor Special Purpose Account provides funds for the widening of the original corridor through the purchase of land and easement over land.

	2023-24 Actual \$'000	2024-25 Budget \$'000	2024-25 Estimated Actual \$'000	2025-26 Budget Year \$'000
Opening Balance .....	24,214	22,016	28,243	26,045
Receipts:				
Other .....	5,340	1,556	1,556	1,556
	29,554	23,572	29,799	27,601
Payments .....	1,311	3,754	3,754	3,754
<b>CLOSING BALANCE.....</b>	<b>28,243</b>	<b>19,818</b>	<b>26,045</b>	<b>23,847</b>

# Division 45 Western Australian Planning Commission

## Part 11 Planning and Land Use

### Appropriations, Expenses and Cash Assets

	2023-24 Actual \$'000	2024-25 Budget \$'000	2024-25 Estimated Actual \$'000	2025-26 Budget Year \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000	2028-29 Outyear \$'000
<b>DELIVERY OF SERVICES</b>							
Item 91 Net amount appropriated to deliver services .....	10,781	10,222	10,222	10,632	8,650	8,708	8,766
<b>Amount Authorised by Other Statutes - Metropolitan Region Improvement Tax Act 1959 .....</b>	95,825	101,036	101,992	110,993	114,580	118,361	122,267
Total appropriations provided to deliver services .....	106,606	111,258	112,214	121,625	123,230	127,069	131,033
<b>CAPITAL</b>							
Item 157 Capital Appropriation .....	5,400	5,400	5,400	5,400	5,400	5,400	5,400
<b>TOTAL APPROPRIATIONS .....</b>	112,006	116,658	117,614	127,025	128,630	132,469	136,433
<b>EXPENSES</b>							
Total Cost of Services .....	93,630	64,657	66,861	72,697	63,431	63,518	63,602
Net Cost of Services <sup>(a)</sup> .....	(274,689)	39,482	39,627	44,674	34,081	33,904	33,716
<b>CASH ASSETS <sup>(b)</sup> .....</b>	491,408	482,383	489,686	567,236	645,734	730,848	818,114

(a) Represents Total Cost of Services (expenses) less retained revenues applied to the Commission's services. Reconciliation to the total appropriations provided to deliver services includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

(b) As at 30 June each financial year.

### Spending Changes

Recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the Commission's Income Statement since presentation of the 2024-25 Budget to Parliament on 9 May 2024, are outlined below:

	2024-25 Estimated Actual \$'000	2025-26 Budget Year \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000	2028-29 Outyear \$'000
<b>Election Commitment</b>					
Treebates and Urban Canopy Program <sup>(a)</sup> .....	-	2,500	2,500	2,500	2,500
<b>Other</b>					
2025-26 Tariffs, Fees and Charges <sup>(a)</sup> .....	-	(110)	983	1,007	1,033
Commission and Committee Member Remuneration <sup>(a)</sup> .....	167	169	169	169	169
Public Art Fund <sup>(b)</sup> .....	152	-	-	-	-
State Design Review Panel Remuneration <sup>(a)</sup> .....	-	313	313	313	313
Transport Route Planning <sup>(a)</sup> .....	700	-	-	-	-

(a) Paid to Planning, Lands and Heritage under a Service Delivery Agreement.

(b) Paid to DevelopmentWA.

## Significant Initiatives

### Election Commitment

1. The Commission, with the support of Planning, Lands and Heritage, will deliver the Treebates and Urban Canopy Program. The Commission will spend \$10 million to establish a grants program to support tree planting projects and to assist the target of planting one million trees in metropolitan Perth by 2035, and doubling Perth's urban tree cover by 2040. This program will be delivered in partnership with Water and Environmental Regulation, who is leading the implementation of the \$6.9 million Treebates program.

### Resource Agreement

The following performance information (financial and non-financial) is the subject of a Resource Agreement signed by the Minister, Accountable Authority and Treasurer under Part 3, Division 5 of the *Financial Management Act 2006*.

## Outcomes, Services and Key Performance Information

### Relationship to Government Goals

Broad government goals are supported at agency level by specific outcomes. Agencies deliver services to achieve these outcomes. The following table illustrates the relationship between the Commission's services, the desired outcomes and the relevant Government Goal. The key effectiveness indicators measure the extent of impact of the delivery of services on the achievement of desired outcomes. The key efficiency indicators monitor the relationship between the service delivered and the resources used to produce the service.

Government Goal	Desired Outcome	Services
Investing in WA's Future: Tackling climate action and supporting the arts, culture and sporting sectors to promote vibrant communities.	A planning system with aligned policies and plans which enable land use planning and investment decisions for the long-term benefit of the Western Australia.	<ol style="list-style-type: none"> <li>1. Statutory Planning</li> <li>2. Strategic Planning and Policy Development</li> <li>3. Strategic Reservation and Acquisition of Land</li> </ol>

### Service Summary

	2023-24	2024-25	2024-25	2025-26	2026-27	2027-28	2028-29
Expense	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Year \$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
1. Statutory Planning .....	16,160	19,207	19,414	19,031	20,124	20,148	20,174
2. Strategic Planning and Policy Development...	11,817	13,261	14,187	12,233	10,014	10,014	10,014
3. Strategic Reservation and Acquisition of Land .....	65,653	32,189	33,260	41,433	33,293	33,356	33,414
<b>Total Cost of Services.....</b>	<b>93,630</b>	<b>64,657</b>	<b>66,861</b>	<b>72,697</b>	<b>63,431</b>	<b>63,518</b>	<b>63,602</b>

**Outcomes and Key Effectiveness Indicators <sup>(a)</sup>**

	2023-24 Actual	2024-25 Budget	2024-25 Estimated Actual	2025-26 Budget Target	Note
<b>Outcome: A planning system with aligned policies and plans which enable land use planning and investment decisions for the long-term benefit of the Western Australia:</b>					
Proportion of schemes gazetted or reviewed within the last 10 years or under review <sup>(b)</sup> .....	80%	n.a.	82.1%	82%	
Proportion of policy and strategic planning documents that have been written or revised within the last 10 years, or under review <sup>(b)</sup> .....	82%	n.a.	84%	82%	
Proportion of acquisitions consistent with Strategic Asset Plan <sup>(b)</sup> .....	100%	n.a.	100%	100%	

(a) Further detail in support of the key effectiveness indicators is provided in the Commission's Annual Report.

(b) A detailed review of the Commission's Outcomes, Services and Key Performance Information was undertaken in 2024-25. These Key Effectiveness Indicators are new and will be reported from 1 July 2025. The 2023-24 Actual and 2024-25 Estimated Actual have been calculated for comparative purposes.

**Services and Key Efficiency Indicators****1. Statutory Planning**

Utilisation of statutory, consultative, legislative, regulatory reform and coordination processes that facilitate the implementation of creative and innovative strategic regional and local plans and policies.

	2023-24 Actual	2024-25 Budget	2024-25 Estimated Actual	2025-26 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	16,160	19,207	19,414	19,031	1
Less Income .....	12,392	14,689	14,841	15,401	2
Net Cost of Service .....	3,768	4,518	4,573	3,630	
<b>Efficiency Indicator</b>					
Average cost per statutory planning application (including planning instruments submitted for approval, and appeals) <sup>(a)</sup> .....	\$5,489	n.a.	\$5,345	\$5,641	

(a) A detailed review of the Commission's Outcomes, Services and Key Performance Information was undertaken in 2024-25. This key efficiency indicator is new and will be reported from 1 July 2025. The 2023-24 Actual and 2024-25 Estimated Actual have been calculated for comparative purposes.

**Explanation of Significant Movements**

(Notes)

1. The increase from the 2023-24 Actual to the 2024-25 Estimated Actual relates to increases in Service Delivery Agreement payments to Planning, Lands and Heritage. Planning, Lands and Heritage incurs all costs related to the statutory planning application approval process, which is partially funded by fee revenue received by the Commission.
2. The increase in income from the 2023-24 Actual to the 2024-25 Estimated Actual reflects an anticipated higher collection of statutory planning application fees on the back of a strong property market.

## 2. Strategic Planning and Policy Development

The development and advancement of planning strategies, policies and information systems that guide the State's long-term urban settlement, industrial and economic development, and the management of the environment, in ways that reflect the aspirations of the Western Australian community for a high quality of life.

	2023-24 Actual	2024-25 Budget	2024-25 Estimated Actual	2025-26 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	11,817	13,261	14,187	12,233	1
Less Income .....	nil	nil	nil	nil	
Net Cost of Service .....	11,817	13,261	14,187	12,233	
<b>Efficiency Indicator</b>					
Cost per capita to deliver strategic State planning services <sup>(a)</sup> .....	\$8.60	n.a.	\$20.78	\$15.23	2

(a) A detailed review of the Commission's Outcomes, Services and Key Performance Information was undertaken in 2024-25. This key efficiency indicator is new and will be reported from 1 July 2025. The 2023-24 Actual and 2024-25 Estimated Actual have been calculated for comparative purposes.

### Explanation of Significant Movements

(Notes)

1. The decrease in the 2025-26 Budget Target from the 2024-25 Estimated Actual is mainly due to the Perth and Peel Urban Greening Strategy coming to an end.
2. The increase from the 2023-24 Actual to 2024-25 Estimated Actual is mainly due to increased expenditure for strategic projects such as Perth Convention and Exhibition Centre Precinct planning, Perth and Peel Urban Greening Strategy development, METRONET Station Precincts planning and Climate Adaptation Strategy.

### 3. Strategic Reservation and Acquisition of Land

The acquisition, management and disposal of properties reserved under the Metropolitan, Peel and Greater Bunbury Region Schemes for primary and other regional roads, parks and recreation and regional open space areas, special uses including planning control areas and improvement plans and major land development projects.

	2023-24 Actual	2024-25 Budget	2024-25 Estimated Actual	2025-26 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service <sup>(a)</sup> .....	65,653	32,189	33,260	41,433	1
Less Income <sup>(a)</sup> .....	355,927	10,486	12,393	12,622	2
Net Cost of Service <sup>(a)</sup> .....	(290,274)	21,703	20,867	28,811	
<b>Efficiency Indicators</b>					
Acquisition of region scheme reserve land (hectares) <sup>(a)</sup> .....	248.8	n.a.	42	20	3

(a) A detailed review of the Commission's Outcomes, Services and Key Performance Information was undertaken in 2024-25. This key efficiency indicator is new and will be reported from 1 July 2025. The 2023-24 Actual and 2024-25 Estimated Actual have been calculated for comparative purposes.

#### Explanation of Significant Movements

(Notes)

1. The 2023-24 Actual is significantly higher than the 2024-25 Budget, 2024-25 Estimated Actual and 2025-26 Budget Target, due to impairment losses on land owned of \$27.3 million in 2023-24. The impairment losses are attributed to changes in land use, with Commission-held land changed to more restrictive purposes, such as parks and recreation, roads, railways and public purposes. The increase from the 2024-25 Estimated Actual to the 2025-26 Budget Target is mainly due to an increase in compensation payments related to land acquisitions.
2. The 2023-24 Actual is significantly higher than the 2024-25 Budget, 2024-25 Estimated Actual and the 2025-26 Budget Target, due to a revaluation increment on land owned of \$343.7 million in 2023-24. The revaluation increment is based on the review of asset classifications conducted by the Valuer General's Office. The increase from the 2024-25 Budget to the 2024-25 Estimated Actual is mainly due to higher rental revenue on the back of the strong property market.
3. The 2023-24 Actual is significantly higher than the 2024-25 Estimated Actual and the 2025-26 Budget Target as a result of significant acquisitions in 2023-24 related to the Bush Forever program. The decrease from the 2024-25 Estimated Actual to the 2025-26 Budget Target is due to additional properties being acquired from landowners claiming hardship from new planning control areas in 2024-25.

## Asset Investment Program

- The Commission's Asset Investment Program totals \$48.3 million in 2025-26 and includes the acquisition of land reserved under the Metropolitan, Peel and Greater Bunbury Region Schemes and development of facilities on reserved land, along with land acquisitions for transport infrastructure.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-25 \$'000	2024-25 Estimated Expenditure \$'000	2025-26 Budget Year \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000	2028-29 Outyear \$'000
<b>WORKS IN PROGRESS</b>							
Buildings/Infrastructure .....	25,349	20,149	2,178	1,300	1,300	1,300	1,300
Other Minor Equipment .....	3,945	3,341	151	151	151	151	151
<b>COMPLETED WORKS</b>							
Acquisition of Land - 2024-25 Program .....	93,190	93,190	93,190	-	-	-	-
Ascot Kilns Preservation Works .....	9,601	9,601	220	-	-	-	-
Regional Land Acquisitions - 2024-25 Program .....	10,170	10,170	10,170	-	-	-	-
<b>NEW WORKS</b>							
Acquisition of Land							
2025-26 Program .....	40,400	-	-	40,400	-	-	-
2026-27 Program .....	40,400	-	-	-	40,400	-	-
2027-28 Program .....	40,400	-	-	-	-	40,400	-
2028-29 Program .....	40,400	-	-	-	-	-	40,400
Regional Land Acquisitions							
2025-26 Program .....	6,400	-	-	6,400	-	-	-
2026-27 Program .....	5,400	-	-	-	5,400	-	-
2027-28 Program .....	5,400	-	-	-	-	5,400	-
2028-29 Program .....	7,400	-	-	-	-	-	7,400
<b>Total Cost of Asset Investment Program .....</b>	<b>328,455</b>	<b>136,451</b>	<b>105,909</b>	<b>48,251</b>	<b>47,251</b>	<b>47,251</b>	<b>49,251</b>
<b>FUNDED BY</b>							
Asset Sales .....			5,000	20,250	5,000	5,000	5,000
Capital Appropriation .....			5,400	5,400	5,400	5,400	5,400
Internal Funds and Balances .....			95,509	22,601	36,851	36,851	38,851
<b>Total Funding .....</b>			<b>105,909</b>	<b>48,251</b>	<b>47,251</b>	<b>47,251</b>	<b>49,251</b>

## Financial Statements

### Income Statement

#### Expenses

- The \$26.8 million decrease in Total Cost of Services from the 2023-24 Actual to the 2024-25 Estimated Actual is mainly due to impairment losses attributed to changes in land use of Commission-held land to more restrictive purposes.
- The \$9.3 million decrease in Total Cost of Services from the 2025-26 Budget Year to the 2026-27 Outyear is mainly due to lower compensation payments related to land acquisitions.

#### Income

- The substantial decrease in other revenue from the 2023-24 Actual to the 2024-25 Estimated Actual is mainly due to a significant revaluation increment in 2023-24 as a result of the Valuer General's Office's review of asset classifications.
- Total Income From Government in the 2025-26 Budget Year is higher than the 2024-25 Estimated Actual by \$11.4 million due to higher interest and Metropolitan Region Improvement Tax revenue.

### Statement of Financial Position

- The increase in property, plant and equipment from the 2024-25 Budget to the 2024-25 Estimated Actual and over forward estimates is mainly due to land acquisitions to support key Government priorities and transport infrastructure requirements.



6. The \$10 million increase in total current liabilities from the 2024-25 Budget to the 2024-25 Estimated Actual is mainly due to provision for compensation claims for land acquired under a Taking Order and properties sales not settled at year end.

### Statement of Cashflows

7. The decrease in net cash from operating activities of \$5 million from the 2024-25 Estimated Actual to the 2025-26 Budget Year is mainly due to an increase in compensation payments related to land acquisition.
8. The decrease in net cash from investing activities of \$32 million from the 2024-25 Budget to the 2024-25 Estimated Actual is mainly due to higher land acquisition payments for the METRONET program.
9. The decrease in net cash from investing activities of \$43.1 million from the 2023-24 Actual to the 2024-25 Estimated Actual is mainly due to higher land acquisition payments.
10. The increase in net cash from investing activities of \$72.9 million from the 2024-25 Estimated Actual to the 2025-26 Budget Year is mainly due to lower land acquisition payments in 2025-26 following the completion of land acquisition for the METRONET program and a one-off land sale of \$15.2 million in 2025-26.

### INCOME STATEMENT <sup>(a)</sup> (Controlled)

	2023-24	2024-25	2024-25	2025-26	2026-27	2027-28	2028-29
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>COST OF SERVICES</b>							
<b>Expenses</b>							
Grants and subsidies <sup>(b)</sup> .....	300	300	300	300	300	300	300
Supplies and services .....	3,017	563	563	563	563	563	563
Depreciation and amortisation .....	31,711	3,600	4,600	4,600	4,600	4,600	4,600
Other expenses .....	58,602	60,194	61,398	67,234	57,968	58,055	58,139
<b>TOTAL COST OF SERVICES .....</b>	<b>93,630</b>	<b>64,657</b>	<b>66,861</b>	<b>72,697</b>	<b>63,431</b>	<b>63,518</b>	<b>63,602</b>
<b>Income</b>							
Regulatory fees and fines .....	12,392	14,689	14,689	15,401	16,494	16,518	16,544
Grants and subsidies .....	2	-	-	-	-	-	-
Other revenue .....	355,925	10,486	12,545	12,622	12,856	13,096	13,342
<b>Total Income .....</b>	<b>368,319</b>	<b>25,175</b>	<b>27,234</b>	<b>28,023</b>	<b>29,350</b>	<b>29,614</b>	<b>29,886</b>
<b>NET COST OF SERVICES .....</b>	<b>(274,689)</b>	<b>39,482</b>	<b>39,627</b>	<b>44,674</b>	<b>34,081</b>	<b>33,904</b>	<b>33,716</b>
<b>INCOME FROM GOVERNMENT</b>							
Service appropriations .....	106,606	111,258	112,214	121,625	123,230	127,069	131,033
Resources received free of charge .....	91	450	450	450	450	450	450
Other revenues .....	20,503	19,000	19,000	21,000	24,000	26,600	26,600
<b>TOTAL INCOME FROM GOVERNMENT .....</b>	<b>127,200</b>	<b>130,708</b>	<b>131,664</b>	<b>143,075</b>	<b>147,680</b>	<b>154,119</b>	<b>158,083</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD .....</b>	<b>401,889</b>	<b>91,226</b>	<b>92,037</b>	<b>98,401</b>	<b>113,599</b>	<b>120,215</b>	<b>124,367</b>

(a) Full audited financial statements are published in the Commission's Annual Report.

(b) Refer to the Details of Controlled Grants and Subsidies table below for further information.

**DETAILS OF CONTROLLED GRANTS AND SUBSIDIES**

	2023-24 Actual \$'000	2024-25 Budget \$'000	2024-25 Estimated Actual \$'000	2025-26 Budget Year \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000	2028-29 Outyear \$'000
Strategic Transport Evaluation Model .....	300	300	300	300	300	300	300
<b>TOTAL .....</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>

**STATEMENT OF FINANCIAL POSITION <sup>(a)</sup>  
(Controlled)**

	2023-24 Actual \$'000	2024-25 Budget \$'000	2024-25 Estimated Actual \$'000	2025-26 Budget Year \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000	2028-29 Outyear \$'000
<b>CURRENT ASSETS</b>							
Cash assets .....	14,056	14,631	14,056	14,056	14,056	14,056	14,056
Restricted cash .....	477,352	467,752	475,630	553,180	631,678	716,792	804,058
Receivables .....	9,309	9,795	9,279	9,249	9,219	9,189	9,159
Other .....	110,933	8,047	110,933	110,933	110,933	110,933	110,933
Assets held for sale .....	812	791	812	812	812	812	812
<b>Total current assets .....</b>	<b>612,462</b>	<b>501,016</b>	<b>610,710</b>	<b>688,230</b>	<b>766,698</b>	<b>851,782</b>	<b>939,018</b>
<b>NON-CURRENT ASSETS</b>							
Holding Account receivables .....	7,779	8,159	8,159	8,539	8,919	9,299	9,679
Property, plant and equipment .....	949,344	814,272	1,048,503	1,074,754	1,115,255	1,155,756	1,198,257
Intangibles .....	36,830	36,785	36,480	36,130	35,780	35,430	35,080
<b>Total non-current assets .....</b>	<b>993,953</b>	<b>859,216</b>	<b>1,093,142</b>	<b>1,119,423</b>	<b>1,159,954</b>	<b>1,200,485</b>	<b>1,243,016</b>
<b>TOTAL ASSETS .....</b>	<b>1,606,415</b>	<b>1,360,232</b>	<b>1,703,852</b>	<b>1,807,653</b>	<b>1,926,652</b>	<b>2,052,267</b>	<b>2,182,034</b>
<b>CURRENT LIABILITIES</b>							
Payables .....	1,976	530	1,976	1,976	1,976	1,976	1,976
Other .....	18,094	9,269	18,094	18,094	18,094	18,094	18,094
<b>Total current liabilities .....</b>	<b>20,070</b>	<b>9,799</b>	<b>20,070</b>	<b>20,070</b>	<b>20,070</b>	<b>20,070</b>	<b>20,070</b>
<b>EQUITY</b>							
Contributed equity .....	8,944	14,485	14,344	19,744	25,144	30,544	35,944
Accumulated surplus/(deficit) .....	1,552,222	1,326,334	1,644,259	1,742,660	1,856,259	1,976,474	2,100,841
Reserves .....	73,867	58,302	73,867	73,867	73,867	73,867	73,867
Other .....	(48,688)	(48,688)	(48,688)	(48,688)	(48,688)	(48,688)	(48,688)
<b>Total equity .....</b>	<b>1,586,345</b>	<b>1,350,433</b>	<b>1,683,782</b>	<b>1,787,583</b>	<b>1,906,582</b>	<b>2,032,197</b>	<b>2,161,964</b>
<b>TOTAL LIABILITIES AND EQUITY .....</b>	<b>1,606,415</b>	<b>1,360,232</b>	<b>1,703,852</b>	<b>1,807,653</b>	<b>1,926,652</b>	<b>2,052,267</b>	<b>2,182,034</b>

(a) Full audited financial statements are published in the Commission's Annual Report.

**STATEMENT OF CASHFLOWS <sup>(a)</sup>**  
**(Controlled)**

	2023-24 Actual \$'000	2024-25 Budget \$'000	2024-25 Estimated Actual \$'000	2025-26 Budget Year \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000	2028-29 Outyear \$'000
<b>CASHFLOWS FROM GOVERNMENT</b>							
Service appropriations .....	106,226	110,878	111,834	121,245	122,850	126,689	130,653
Capital appropriation.....	5,400	5,400	5,400	5,400	5,400	5,400	5,400
Other.....	25,828	31,000	19,000	21,000	24,000	26,600	26,600
<b>Net cash provided by Government .....</b>	<b>137,454</b>	<b>147,278</b>	<b>136,234</b>	<b>147,645</b>	<b>152,250</b>	<b>158,689</b>	<b>162,653</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Grants and subsidies .....	(300)	(300)	(300)	(300)	(300)	(300)	(300)
Supplies and services .....	(647)	(113)	(113)	(113)	(113)	(113)	(113)
GST payments .....	(5,686)	(3,330)	(3,330)	(3,330)	(3,330)	(3,330)	(3,330)
Other payments .....	(55,156)	(60,164)	(61,368)	(67,204)	(57,938)	(58,025)	(58,109)
<b>Receipts</b>							
Regulatory fees and fines .....	12,417	14,689	14,689	15,401	16,494	16,518	16,544
Grants and subsidies .....	2	-	-	-	-	-	-
GST receipts .....	7,501	3,330	3,330	3,330	3,330	3,330	3,330
Other receipts .....	18,659	7,986	10,045	10,122	10,356	10,596	10,842
<b>Net cash from operating activities .....</b>	<b>(23,210)</b>	<b>(37,902)</b>	<b>(37,047)</b>	<b>(42,094)</b>	<b>(31,501)</b>	<b>(31,324)</b>	<b>(31,136)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Purchase of non-current assets .....	(58,276)	(73,882)	(105,909)	(48,251)	(47,251)	(47,251)	(49,251)
Proceeds from sale of non-current assets .....	434	5,000	5,000	20,250	5,000	5,000	5,000
<b>Net cash from investing activities .....</b>	<b>(57,842)</b>	<b>(68,882)</b>	<b>(100,909)</b>	<b>(28,001)</b>	<b>(42,251)</b>	<b>(42,251)</b>	<b>(44,251)</b>
Cash assets at the beginning of the reporting period .....	435,006	441,889	491,408	489,686	567,236	645,734	730,848
<b>Cash assets at the end of the reporting period .....</b>	<b>491,408</b>	<b>482,383</b>	<b>489,686</b>	<b>567,236</b>	<b>645,734</b>	<b>730,848</b>	<b>818,114</b>

(a) Full audited financial statements are published in the Commission's Annual Report.

## Agency Special Purpose Account Details

### METROPOLITAN REGION IMPROVEMENT ACCOUNT

Account Purpose: This account was established in December 1959 under the *Metropolitan Region Improvement Tax Act 1959* to provide funds for the Commission to manage the Metropolitan Region Scheme.

	2023-24 Actual \$'000	2024-25 Budget \$'000	2024-25 Estimated Actual \$'000	2025-26 Budget Year \$'000
Opening Balance .....	403,067	404,124	452,278	452,651
Receipts:				
Appropriations .....	95,825	101,036	101,992	110,993
Other .....	48,107	42,907	32,814	49,618
	546,999	548,067	587,084	613,262
Payments .....	94,721	94,524	134,433	84,796
<b>CLOSING BALANCE.....</b>	<b>452,278</b>	<b>453,543</b>	<b>452,651</b>	<b>528,466</b>

Division 46 **Western Australian Land Information Authority**

Part 11 **Planning and Land Use**

**Appropriations, Expenses and Cash Assets**

	2023-24 Actual \$'000	2024-25 Budget \$'000	2024-25 Estimated Actual \$'000	2025-26 Budget Year \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000	2028-29 Outyear \$'000
<b>DELIVERY OF SERVICES</b>							
Item 92 Net amount appropriated to deliver services .....	45,525	48,698	50,237	<b>48,098</b>	51,044	53,269	63,165
<b>Amount Authorised by Other Statutes</b>							
- Salaries and Allowances Act 1975.....	340	348	348	<b>358</b>	367	377	386
- Transfer of Land Act 1893 .....	-	-	18	-	-	-	-
Total appropriations provided to deliver services .....	45,865	49,046	50,603	<b>48,456</b>	51,411	53,646	63,551
<b>CAPITAL</b>							
Item 158 Capital Appropriation .....	845	4,010	441	<b>5,174</b>	4,834	4,729	3,755
<b>TOTAL APPROPRIATIONS .....</b>	<b>46,710</b>	<b>53,056</b>	<b>51,044</b>	<b>53,630</b>	<b>56,245</b>	<b>58,375</b>	<b>67,306</b>
<b>EXPENSES</b>							
Total Cost of Services .....	113,673	157,914	137,606	<b>164,887</b>	183,496	178,693	154,715
Net Cost of Services <sup>(a)</sup> .....	26,253	72,034	47,286	<b>64,381</b>	95,298	86,817	50,423
<b>CASH ASSETS <sup>(b)</sup> .....</b>	<b>18,447</b>	<b>21,057</b>	<b>27,549</b>	<b>25,474</b>	<b>20,291</b>	<b>25,289</b>	<b>16,930</b>

(a) Represents Total Cost of Services (expenses) less retained revenues applied to the Western Australian Land Information Authority's (Landgate) services. Reconciliation to the total appropriations provided to deliver services includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

(b) As at 30 June each financial year.

**Spending Changes**

Recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on Landgate's Income Statement since presentation of the 2024-25 Budget to Parliament on 9 May 2024, are outlined below:

	2024-25 Estimated Actual \$'000	2025-26 Budget Year \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000	2028-29 Outyear \$'000
Compensation Claim .....	18	-	-	-	-
Government Office Accommodation.....	269	88	213	343	-
Public Sector Wages Policy.....	1,810	2,791	3,541	3,627	3,627
Strategic Development Plan 2025-26 to 2028-29.....	(414)	2,664	6,052	7,140	7,815

## Significant Initiatives

1. The Western Australian property market continues the strong performance that it has been experiencing over the past four years. Total document lodgements are expected to again reach close to 400,000 for the 2024-25 financial year. Continued high employment, a low rental vacancy rate and positive net migration to Western Australia contributed to increased Western Australian property market activity. Document registrations will continue to be managed in line with property market demand.
2. Landgate has commenced implementation of the Spatial WA Program which is funded from the Digital Capability Fund. Spatial WA will implement a whole-of-government Advanced Spatial Digital Twin (ASDT) for improved data sharing, collaboration and decision-making across government. The ASDT will comprise of a Spatial Digital Twin, providing a digital, spatially accurate representation of the built and natural environment, and the Next Generation Spatial Cadastre, which will uplift the State's current 2D spatial cadastre.
3. The compensation claim expenditure settled a claim under the *Transfer of Land Act 1893*.
4. The increase in government office accommodation expenditure reflects adjustments to rent and outgoings following Landgate moving into its new premises.
5. The Strategic Development Plan reflects general cost pressures impacting Landgate, including higher costs for ICT contracts and cloud storage services as Landgate restructures its ICT contracts.

## Statement of Corporate Intent

The following performance information (financial and non-financial) is the subject of a Statement of Corporate Intent, agreed by the Board and Minister (with the Treasurer's concurrence).

## Outcomes, Services and Key Performance Information

### Relationship to Government Goals

Broad government goals are supported at agency level by specific outcomes. Agencies deliver services to achieve these outcomes. The following table illustrates the relationship between Landgate's services, the desired outcomes and the relevant Government Goal. The key effectiveness indicators measure the extent of impact of the delivery of services on the achievement of desired outcomes. The key efficiency indicators monitor the relationship between the service delivered and the resources used to produce the service.

Government Goal	Desired Outcomes	Services
Strong and Sustainable Finances: Responsible, achievable, affordable budget management.	The State's administrative, commercial and social systems are supported by land tenure information, certainty of ownership and other interests in land.	1. Land Titling
	Independent valuations support Governments' collection of rates and taxes, and management of property assets.	2. Valuations
	Land and location information and services to support the management and development of the State.	3. Land Information and Services 4. Access to Location Information

## Service Summary

Expense	2023-24 Actual \$'000	2024-25 Budget \$'000	2024-25 Estimated Actual \$'000	2025-26 Budget Year \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000	2028-29 Outyear \$'000
1. Land Titling .....	29,785	35,426	33,478	34,554	35,608	36,517	38,046
2. Valuations .....	42,165	50,194	50,766	51,878	53,035	54,704	57,271
3. Land Information and Services .....	33,267	45,649	40,320	51,518	58,649	60,025	45,805
4. Access to Location Information .....	8,456	26,645	13,042	26,937	36,204	27,447	13,593
<b>Total Cost of Services .....</b>	<b>113,673</b>	<b>157,914</b>	<b>137,606</b>	<b>164,887</b>	<b>183,496</b>	<b>178,693</b>	<b>154,715</b>

## Outcomes and Key Effectiveness Indicators <sup>(a)</sup>

	2023-24 Actual	2024-25 Budget	2024-25 Estimated Actual	2025-26 Budget Target	Note
<b>Outcome: The State's administrative, commercial and social systems are supported by land tenure information, certainty of ownership and other interests in land:</b>					
The land titles register is updated and maintained in a timely and accurate manner:					
Simple and correct documents are registered within two working days of lodgement .....	89.45%	88%	88%	88%	
The number of adjusted Certificates of Title arising from identified errors as a percentage of the total Certificates of Title on the land titles register .....	0.11%	≤0.25%	≤0.25%	≤0.25%	
<b>Outcome: Independent valuations support Governments' collection of rates and taxes, and management of property assets:</b>					
International standards for accuracy and uniformity of rating and taxing values are met:					
Benchmark against international standards for accuracy using median ratio test:					
Gross Rental Value .....	91.78%	>92.5%	>92.5%	>92.5%	
Unimproved Value .....	91.43%	>92.5%	>92.5%	>92.5%	
Coefficient of Dispersion to check uniformity of values:					
Gross Rental Value .....	4.34%	<7%	<7%	<7%	
Unimproved Value .....	7.37%	<15%	<15%	<15%	
Adjustments of rating and taxing values as a result of objections and appeals as a percentage of total values in force .....	0.008%	<0.1%	<0.1%	<0.1%	
<b>Outcome: Land and location information and services to support the management and development of the State:</b>					
The extent to which the currency and relevance of the land information databases meet the needs of the Western Australian community:					
Completion rate of names and addressing jobs delivered within 10 business days .....	88.94%	85%	85%	85%	
Completion rate of property boundary related jobs within the agreed benchmarks .....	99.31%	97.2%	97.2%	95.3%	
Imagery systems availability supporting the State's mapping, monitoring and predicting of bushfires .....	99.99%	99%	99%	99.5%	
Overall satisfaction with the capture of, discovery of and access to Government location information .....	88.1%	80%	80%	88%	

(a) Further detail in support of the key effectiveness indicators is provided in Landgate's Annual Report.

## Services and Key Efficiency Indicators

### 1. Land Titling

A land titling service that provides land tenure information, certainty of ownership and other interests in land.

	2023-24 Actual	2024-25 Budget	2024-25 Estimated Actual	2025-26 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	29,785	35,426	33,478	34,554	
Less Income .....	74,849	73,496	77,129	77,060	
Net Cost of Service .....	(45,064)	(38,070)	(43,651)	(42,506)	
<b>Employees (Full-Time Equivalents) .....</b>	<b>135</b>	<b>110</b>	<b>138</b>	<b>143</b>	<b>1</b>
<b>Efficiency Indicator</b>					
Average cost of maintaining land tenure information, certainty of ownership and other interests in land, per Certificate of Title.....	\$19.47	\$22.93	\$21.61	\$21.95	

### Explanation of Significant Movements

(Notes)

1. The increase from the 2024-25 Budget to the 2024-25 Estimated Actual and 2025-26 Budget Target is largely the result of the realignment of resource requirements (mainly indirect/overhead resources) since the original 2024-25 Budget was set, in line with the new corporate cost model allocations. The increase in the 2025-26 Budget Target compared to the 2024-25 Estimated Actual is from additional full-time equivalents (FTE) for ICT services in line with Landgate's new ICT operating model.

### 2. Valuations

An impartial valuation service.

	2023-24 Actual	2024-25 Budget	2024-25 Estimated Actual	2025-26 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	42,165	50,194	50,766	51,878	1
Less Income .....	5,713	6,472	6,663	16,831	
Net Cost of Service .....	36,452	43,722	44,103	35,047	
<b>Employees (Full-Time Equivalents) .....</b>	<b>184</b>	<b>191</b>	<b>173</b>	<b>181</b>	<b>2</b>
<b>Efficiency Indicator</b>					
Average cost per valuation .....	\$17.05	\$20.26	\$20.31	\$20.55	1

### Explanation of Significant Movements

(Notes)

1. The 2024-25 Estimated Actual and the 2025-26 Budget Target are higher compared to the 2023-24 Actual as a result of software-as-a-service costs related to the implementation of the new Valuation Services system.
2. The decrease from the 2024-25 Budget to the 2024-25 Estimated Actual and 2025-26 Budget Target is largely the result of the realignment of resource requirements (mainly indirect/overhead resources) since the original 2024-25 Budget was set, in line with the new corporate cost model allocations.

The increase in the 2025-26 Budget Target compared to the 2024-25 Estimated Actual is from additional FTEs for ICT services in line with Landgate's new ICT operating model.

### 3. Land Information and Services

Capture, maintenance and delivery of land information and services.

	2023-24 Actual	2024-25 Budget	2024-25 Estimated Actual	2025-26 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	33,267	45,649	40,320	51,518	1
Less Income .....	5,273	4,188	4,781	4,830	
Net Cost of Service .....	27,994	41,461	35,539	46,688	
<b>Employees (Full-Time Equivalents) .....</b>	<b>121</b>	<b>161</b>	<b>147</b>	<b>154</b>	<b>2</b>
<b>Efficiency Indicator</b>					
Average cost of providing land information and services for the State (per square kilometre) .....	\$13.17	\$18.06	\$15.96	\$20.39	1

#### Explanation of Significant Movements

(Notes)

1. The increase in the 2025-26 Budget Target when compared to the 2024-25 Estimated Actual and the 2023-24 Actual is a result of costs to deliver the Spatial WA Program.
2. The decrease from the 2024-25 Budget to the 2024-25 Estimated Actual and the 2025-26 Budget Target is largely the result of the realignment of resource requirements (mainly indirect/overhead resources) since the original 2024-25 Budget was set, in line with the new corporate cost model allocations.

The increase in the 2025-26 Budget Target compared to the 2024-25 Estimated Actual is from additional FTEs for ICT services in line with Landgate's new ICT operating model.

### 4. Access to Location Information

Access to the State's location information.

	2023-24 Actual	2024-25 Budget	2024-25 Estimated Actual	2025-26 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	8,456	26,645	13,042	26,937	1
Less Income .....	1,585	1,724	1,747	1,785	
Net Cost of Service .....	6,871	24,921	11,295	25,152	
<b>Employees (Full-Time Equivalents) .....</b>	<b>21</b>	<b>22</b>	<b>26</b>	<b>27</b>	<b>2</b>
<b>Efficiency Indicator</b>					
Average cost per dataset .....	\$969.10	\$2,967.78	\$1,430.95	\$2,879.73	1

#### Explanation of Significant Movements

(Notes)

1. The increase in the 2025-26 Budget Target when compared to the 2024-25 Estimated Actual and 2023-24 Actual is a result of costs to deliver the Spatial WA Program.

The 2024-25 Estimated Actual is lower than the 2024-25 Budget due to the retiming of expenditure for the Spatial WA Program over the forward estimates period, in line with the expected project timelines, reflecting a delay in technology platform procurement.

2. The increase from the 2024-25 Budget to the 2024-25 Estimated Actual and the 2025-26 Budget Target is largely the result of the realignment of resource requirements (mainly indirect/overhead resources) since the original 2024-25 Budget was set, in line with the new corporate cost model allocations.

The increase in the 2025-26 Budget Target compared to the 2024-25 Estimated Actual is from additional FTEs for ICT services in line with Landgate's new ICT operating model.



## Asset Investment Program

1. Landgate's Asset Investment Program for 2025-26 totals \$11.1 million and focuses on progressing key asset investments based on delivering strategic initiatives and continuing to improve service delivery. This includes:
  - 1.1. investing in systems that support improvements in spatial positioning, improving data capture, data sharing and collaboration;
  - 1.2. reviewing, enhancing and developing core systems to improve efficiency and effectiveness of Landgate's existing applications, systems, processes and data capabilities; and
  - 1.3. the ongoing upgrade and replacement of ICT assets based on asset management life cycle and enhanced capabilities offered by new technologies.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-25 \$'000	2024-25 Estimated Expenditure \$'000	2025-26 Budget Year \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000	2028-29 Outyear \$'000
<b>WORKS IN PROGRESS</b>							
Asset Replacement							
Asset Replacement Project .....	4,332	328	-	-	-	-	4,004
ICT Asset Replacement Program .....	6,343	3,958	1,792	885	500	500	500
ICT Enablement Program .....	1,649	200	200	400	400	400	249
Business Improvement							
Corporate Website Enhancement.....	682	182	182	200	150	150	-
<i>Transfer of Land Act 1893</i> Amendments Implementation .....	2,409	1,330	468	1,079	-	-	-
Valuation Services Reform Program.....	5,661	5,561	2,251	100	-	-	-
Infrastructure							
Earth Observation Application Improvements.....	919	94	94	635	90	50	50
Shared Location Information Platform Roadmap Implementation .....	2,060	1,267	-	493	150	150	-
<b>NEW WORKS</b>							
Business Improvement							
Business Improvement Project.....	11,700	-	-	4,700	3,500	3,500	-
Data Strategy Hub .....	200	-	-	200	-	-	-
Infrastructure							
Innovation .....	250	-	-	100	50	50	50
Spatial Applications Replacement .....	17,480	-	-	2,270	5,960	5,960	3,290
<b>Total Cost of Asset Investment Program .....</b>	<b>53,685</b>	<b>12,920</b>	<b>4,987</b>	<b>11,062</b>	<b>10,800</b>	<b>10,760</b>	<b>8,143</b>
<b>FUNDED BY</b>							
Capital Appropriation.....			441	5,174	4,834	4,729	3,755
Holding Account .....			4,007	4,774	5,966	6,031	4,388
Internal Funds and Balances.....			539	1,114	-	-	-
<b>Total Funding.....</b>			<b>4,987</b>	<b>11,062</b>	<b>10,800</b>	<b>10,760</b>	<b>8,143</b>

## Financial Statements

### Income Statement

#### Expenses

1. Total Cost of Services is forecast to increase significantly from the 2023-24 Actual through to the 2026-27 Outyear. This is mainly due to higher employee benefits expense (resulting from filling positions that were vacant in 2023-24, new positions for ICT services and the impact of the public sector wages policy) as well as costs to deliver the Spatial WA Program and increased ICT contract expenses.

#### Income

2. Total income is expected to be \$10.2 million higher from the 2024-25 Estimated Actual to the 2025-26 Budget, largely due to the cyclical impact of the Gross Rental Value Metropolitan Triennial Program (Metropolitan Revaluation Program). In accordance with AASB 15: *Revenue from Contracts with Customers* all income for the 2023-24 to 2025-26 Program will be recognised in 2025-26 (the third and final year of the triennium). This results in higher income in the 2025-26 Budget Target when compared to the 2024-25 Estimated Actual and the 2023-24 Actual.
3. The Change in Surplus/(Deficiency) for the period after income tax equivalents reflects an accounting loss over the forward estimates period largely due to a mismatch in the Spatial WA Program, which is funded via equity, while expenditure is accounted for in the Income Statement.

### Statement of Financial Position

4. Other current assets in the 2024-25 Estimated Actual are \$16.4 million higher than in the 2024-25 Budget due to more cash being available for investment in held to maturity financial investments as a result of the slower drain on cash than previously forecast from recent high document demand.
5. Property and equipment assets decrease by \$4.7 million from the 2024-25 Budget to the 2024-25 Estimated Actual due to some assets reaching the end of their useful life and being fully depreciated.

### Statement of Cashflows

6. Other receipts from operating activities in the 2024-25 Estimated Actual are \$1.3 million higher than the 2024-25 Budget due to more cash available for investment than previously planned, as a result of the buoyant Western Australian property market and lower than previously forecast expenditure in the 2024-25 Estimated Actual.
7. The 2025-26 Budget closing cash balance is \$2.1 million lower than the 2024-25 Estimated Actual due to the investments in held-to-maturity financial assets maturing and being drawn down into the operating bank account to fund operating commitments including higher employee benefits and ICT contract payments.

**INCOME STATEMENT <sup>(a)</sup>**  
**(Controlled)**

	2023-24	2024-25	2024-25	2025-26	2026-27	2027-28	2028-29
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>COST OF SERVICES</b>							
<b>Expenses</b>							
Employee benefits <sup>(b)</sup> .....	56,201	64,011	63,429	69,409	71,962	73,727	73,461
Grants and subsidies <sup>(c)</sup> .....	80	40	80	80	80	80	80
Supplies and services <sup>(d)</sup> .....	34,171	65,340	45,733	67,947	83,955	76,103	51,529
Accommodation .....	7,196	6,100	6,369	6,308	6,548	6,836	7,006
Depreciation and amortisation .....	9,145	12,578	12,583	10,704	10,363	10,101	10,043
Finance and interest costs .....	16	21	23	22	20	18	15
Other expenses .....	6,864	9,824	9,389	10,417	10,568	11,828	12,581
<b>TOTAL COST OF SERVICES</b> .....	<b>113,673</b>	<b>157,914</b>	<b>137,606</b>	<b>164,887</b>	<b>183,496</b>	<b>178,693</b>	<b>154,715</b>
<b>Income</b>							
Sale of goods and services <sup>(e)</sup> .....	46,353	44,979	48,411	59,254	48,087	52,580	66,298
Other revenue <sup>(f)</sup> .....	41,067	40,901	41,909	41,252	40,111	39,296	37,994
<b>Total Income</b> .....	<b>87,420</b>	<b>85,880</b>	<b>90,320</b>	<b>100,506</b>	<b>88,198</b>	<b>91,876</b>	<b>104,292</b>
<b>NET COST OF SERVICES</b> .....	<b>26,253</b>	<b>72,034</b>	<b>47,286</b>	<b>64,381</b>	<b>95,298</b>	<b>86,817</b>	<b>50,423</b>
<b>INCOME FROM GOVERNMENT</b>							
Service appropriations <sup>(g)</sup> .....	45,865	49,046	50,603	48,456	51,411	53,646	63,551
Resources received free of charge .....	318	300	300	300	300	300	300
Other revenues .....	7,282	8,283	8,561	20,854	6,953	9,006	23,116
<b>TOTAL INCOME FROM GOVERNMENT</b> .....	<b>53,465</b>	<b>57,629</b>	<b>59,464</b>	<b>69,610</b>	<b>58,664</b>	<b>62,952</b>	<b>86,967</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD</b> .....	<b>27,212</b>	<b>(14,405)</b>	<b>12,178</b>	<b>5,229</b>	<b>(36,634)</b>	<b>(23,865)</b>	<b>36,544</b>
Income Tax benefit/(expense) .....	(10,575)	(10,575)	(10,575)	(10,575)	(10,575)	(10,575)	(10,575)
<b>CHANGE IN SURPLUS/(DEFICIENCY) FOR THE PERIOD AFTER INCOME TAX EQUIVALENTS</b> .....	<b>16,637</b>	<b>(24,980)</b>	<b>1,603</b>	<b>(5,346)</b>	<b>(47,209)</b>	<b>(34,440)</b>	<b>25,969</b>

(a) Full audited financial statements are published in Landgate's Annual Report.

(b) The full-time equivalents for 2023-24 Actual, 2024-25 Estimated Actual and 2025-26 Budget Year are 461, 484 and 505 respectively.

(c) Refer to the Details of Controlled Grants and Subsidies table below for further information.

(d) Supplies and services expense includes expenditure for the Spatial WA Program, with funding for the Program received via equity from the Digital Capability Fund (not recognised as income in the Income Statement).

(e) The sale of goods and services is net of the service fees paid to Land Services WA under the terms of the Commercialised Services Agreement, which commenced on 22 October 2019.

(f) Other revenue includes the annual amortisation of the service concession liability, which reflects the recognition of the lump sum proceeds received in consideration of the partial commercialisation.

(g) The increase in service appropriations in the 2028-29 outyear reflects additional funding approved as part of the partial commercialisation process to ensure Landgate has sufficient cash to fund its operating commitments.

**DETAILS OF CONTROLLED GRANTS AND SUBSIDIES**

	2023-24	2024-25	2024-25	2025-26	2026-27	2027-28	2028-29
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
Land Surveyors Licensing Board <sup>(a)</sup> .....	80	40	80	80	80	80	80
<b>TOTAL</b> .....	<b>80</b>	<b>40</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>

(a) This amount represents a grant paid by Landgate to the Land Surveyor's Licensing Board (the Board). The Board is an affiliated body but is not subject to the operational control of Landgate and reports to Parliament separately.

**STATEMENT OF FINANCIAL POSITION <sup>(a)</sup>**  
**(Controlled)**

	2023-24	2024-25	2024-25	2025-26	2026-27	2027-28	2028-29
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>CURRENT ASSETS</b>							
Cash assets.....	16,329	18,912	24,066	22,895	17,586	25,048	16,438
Restricted cash.....	241	135	1,383	241	2,705	241	241
Holding Account receivables.....	7,478	5,966	4,774	5,966	6,031	4,388	5,136
Receivables.....	14,921	14,452	17,584	31,615	15,415	18,529	34,004
Other.....	83,135	43,175	59,532	47,248	47,494	19,609	22,602
Total current assets.....	122,104	82,640	107,339	107,965	89,231	67,815	78,421
<b>NON-CURRENT ASSETS</b>							
Holding Account receivables.....	33,031	29,904	34,567	30,709	26,926	24,777	22,110
Property, plant and equipment.....	6,364	10,368	5,655	4,785	3,819	3,140	6,217
Intangibles <sup>(b)</sup> .....	25,309	23,362	23,621	24,901	26,366	27,731	22,846
Restricted cash.....	1,877	2,010	2,100	2,338	-	-	251
Other.....	366,645	358,520	358,793	349,748	336,333	325,103	316,221
Total non-current assets.....	433,226	424,164	424,736	412,481	393,444	380,751	367,645
<b>TOTAL ASSETS</b> .....	<b>555,330</b>	<b>506,804</b>	<b>532,075</b>	<b>520,446</b>	<b>482,675</b>	<b>448,566</b>	<b>446,066</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions.....	11,264	13,619	10,480	10,480	10,480	10,480	10,480
Payables.....	7,804	4,230	10,928	11,067	11,210	11,356	11,506
Lease liabilities.....	75	94	100	100	100	97	92
Other <sup>(c)</sup> .....	51,033	47,018	48,869	48,965	49,055	49,147	49,242
Total current liabilities.....	70,176	64,961	70,377	70,612	70,845	71,080	71,320
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions.....	5,480	2,773	5,675	5,825	5,954	6,031	6,108
Lease liabilities.....	266	211	239	207	181	120	123
Other <sup>(c)</sup> .....	1,217,163	1,182,448	1,183,890	1,144,736	1,106,376	1,068,249	1,030,921
Total non-current liabilities.....	1,222,909	1,185,432	1,189,804	1,150,768	1,112,511	1,074,400	1,037,152
<b>TOTAL LIABILITIES</b> .....	<b>1,293,085</b>	<b>1,250,393</b>	<b>1,260,181</b>	<b>1,221,380</b>	<b>1,183,356</b>	<b>1,145,480</b>	<b>1,108,472</b>
<b>EQUITY</b>							
Contributed equity.....	(1,090,544)	(1,058,191)	(1,082,498)	(1,049,980)	(1,002,518)	(964,311)	(955,772)
Accumulated surplus/(deficit).....	345,205	307,395	346,808	341,462	294,253	259,813	285,782
Reserves.....	7,584	7,207	7,584	7,584	7,584	7,584	7,584
<b>Total equity</b> .....	<b>(737,755)</b>	<b>(743,589)</b>	<b>(728,106)</b>	<b>(700,934)</b>	<b>(700,681)</b>	<b>(696,914)</b>	<b>(662,406)</b>
<b>TOTAL LIABILITIES AND EQUITY</b> .....	<b>555,330</b>	<b>506,804</b>	<b>532,075</b>	<b>520,446</b>	<b>482,675</b>	<b>448,566</b>	<b>446,066</b>

(a) Full audited financial statements are published in Landgate's Annual Report.

(b) Intangibles includes service concession assets classified under AASB 1059: *Service Concession Arrangements: Grantors*.

(c) Other current liabilities and other non-current liabilities includes the recognition of a service concession liability in accordance with AASB 1059 on the \$1.4 billion lump sum proceeds received in 2019-20 as consideration of the Landgate Partial Commercialisation arrangement. This service concession liability will be recognised evenly over the 40-year life of the Landgate Partial Commercialisation agreement as a non-cash revenue stream.

**STATEMENT OF CASHFLOWS <sup>(a)</sup>**  
**(Controlled)**

	2023-24	2024-25	2024-25	2025-26	2026-27	2027-28	2028-29
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>CASHFLOWS FROM GOVERNMENT</b>							
Service appropriations .....	42,666	46,207	47,764	46,348	49,163	51,407	61,082
Capital appropriation.....	845	4,010	441	5,174	4,834	4,729	3,755
Holding Account drawdowns .....	3,244	7,478	4,007	4,774	5,966	6,031	4,388
Major Treasurer's Special Purpose Account(s)							
Digital Capability Fund .....	3,376	28,347	7,605	27,344	42,628	33,478	4,784
Other.....	17,322	8,111	8,389	9,101	9,236	8,976	10,529
<b>Net cash provided by Government .....</b>	<b>67,453</b>	<b>94,153</b>	<b>68,206</b>	<b>92,741</b>	<b>111,827</b>	<b>104,621</b>	<b>84,538</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits .....	(55,670)	(63,946)	(63,235)	(69,259)	(71,834)	(73,651)	(73,383)
Grants and subsidies .....	(80)	(40)	(80)	(80)	(80)	(80)	(80)
Supplies and services .....	(35,707)	(67,529)	(49,386)	(67,309)	(83,325)	(75,474)	(50,899)
Accommodation.....	(6,654)	(6,100)	(6,369)	(6,308)	(6,548)	(6,836)	(7,006)
GST payments.....	(15,052)	(17,902)	(17,368)	(19,843)	(21,984)	(21,867)	(19,816)
Finance and interest costs.....	(17)	(21)	(23)	(22)	(20)	(18)	(15)
Other payments .....	(6,644)	(9,523)	(8,995)	(10,015)	(10,168)	(11,426)	(12,176)
<b>Receipts</b>							
Sale of goods and services.....	59,544	44,504	47,936	52,225	64,102	52,144	58,233
GST receipts.....	15,288	17,902	17,368	19,843	21,984	21,867	19,816
Other receipts .....	2,627	2,230	3,512	2,098	1,751	1,169	666
<b>Net cash from operating activities .....</b>	<b>(42,365)</b>	<b>(100,425)</b>	<b>(76,640)</b>	<b>(98,670)</b>	<b>(106,122)</b>	<b>(114,172)</b>	<b>(84,660)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Purchase of non-current assets.....	(3,589)	(11,488)	(4,987)	(11,062)	(10,800)	(10,760)	(8,143)
Other payments .....	(74,000)	(25,000)	(25,000)	-	-	-	-
Proceeds from sale of non-current assets .....	24	-	-	-	-	-	-
Other receipts .....	59,300	47,600	47,600	15,000	-	25,400	-
<b>Net cash from investing activities .....</b>	<b>(18,265)</b>	<b>11,112</b>	<b>17,613</b>	<b>3,938</b>	<b>(10,800)</b>	<b>14,640</b>	<b>(8,143)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
Lease liability payments.....	(109)	(73)	(77)	(84)	(88)	(91)	(94)
<b>Net cash from financing activities .....</b>	<b>(109)</b>	<b>(73)</b>	<b>(77)</b>	<b>(84)</b>	<b>(88)</b>	<b>(91)</b>	<b>(94)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD.....</b>	<b>6,714</b>	<b>4,767</b>	<b>9,102</b>	<b>(2,075)</b>	<b>(5,183)</b>	<b>4,998</b>	<b>(8,359)</b>
Cash assets at the beginning of the reporting period .....	11,733	16,290	18,447	27,549	25,474	20,291	25,289
<b>Cash assets at the end of the reporting period .....</b>	<b>18,447</b>	<b>21,057</b>	<b>27,549</b>	<b>25,474</b>	<b>20,291</b>	<b>25,289</b>	<b>16,930</b>

(a) Full audited financial statements are published in Landgate's Annual Report.

# DevelopmentWA

## Part 11 Planning and Land Use

### Interactions with the Consolidated Account, Dividend Payout Ratio and Government Trading Enterprise Information

	2023-24	2024-25	2024-25	2025-26	2026-27	2027-28	2028-29
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Year \$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
<b>REVENUE TO GENERAL GOVERNMENT SECTOR</b>							
National Tax Equivalent Regime - Income Tax ....	29,219	5,692	15,082	<b>19,898</b>	19,542	10,791	11,479
Local Government Rates Equivalent .....	6,101	12,976	18,795	<b>19,051</b>	18,981	18,889	18,736
Dividends <sup>(a)(b)</sup> .....	5,416	48,717	53,184	<b>45,041</b>	34,823	34,196	173,055
<b>EXPENSES FROM GENERAL GOVERNMENT SECTOR</b>							
Operating Subsidies .....	115,498	256,799	197,882	<b>217,073</b>	99,402	68,197	65,054
Other Subsidies .....	37	10,250	7,757	<b>27,553</b>	8,149	-	-
Major Treasurer's Special Purpose Account(s) .....	6,349	8,700	9,789	<b>430</b>	-	-	-
<b>EQUITY CONTRIBUTION FROM GENERAL GOVERNMENT SECTOR</b>							
Equity Contributions .....	20,000	20,173	42,773	-	-	-	-
Major Treasurer's Special Purpose Account(s) .....	-	71,250	5,000	<b>140,000</b>	-	-	-
<b>RATIOS</b>							
Dividend Payout Ratio (%) .....	75	75	75	<b>75</b>	75	75	75
<b>GOVERNMENT TRADING ENTERPRISE INFORMATION</b>							
Revenue from Operations .....	614,785	598,578	644,550	<b>679,392</b>	788,678	671,061	683,711
Revenue from Government .....	121,884	277,129	215,428	<b>306,687</b>	282,108	182,531	65,054
Total Expenses <sup>(c)</sup> .....	679,202	854,210	803,770	<b>932,030</b>	1,147,538	818,542	711,555
Total Borrowings .....	74,200	98,086	44,004	<b>146,070</b>	221,808	23,339	23,339
<b>NET PROFIT AFTER TAX</b> .....	41,329	15,805	41,126	<b>34,151</b>	(96,294)	24,259	25,731
<b>CASH ASSETS</b> <sup>(d)</sup> .....	196,077	240,632	281,221	<b>170,295</b>	323,841	320,516	452,429

(a) In determining dividend payments to general government, Net Profit After Tax may be adjusted based on other factors as permitted by relevant legislation.

(b) In 2023-24 DevelopmentWA retained its final dividend payment to contribute to funding future infrastructure investment, however in that year a special dividend of \$5.4 million was paid.

(c) Excludes current tax expense, deferred tax expense and dividend payments.

(d) As at 30 June each financial year.

## Financial Changes

Net operating balance impact of adjustments, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on DevelopmentWA's Income Statement since presentation of the 2024-25 Budget to Parliament on 9 May 2024, are outlined below:

	2024-25 Estimated Actual \$'000	2025-26 Budget Year \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000	2028-29 Outyear \$'000
<b>Key Adjustments</b>					
East Keralup Economic Activation.....	-	(230)	-	-	-
High Wycombe Community Enabling Infrastructure .....	-	(4,539)	(6,350)	(381)	1,426
Housing Australia Future Fund Projects.....	(4,450)	(101,942)	(174,557)	(114,334)	154,170
Housing Support Program - Priority Work Stream.....	-	(3,900)	-	-	-
Industrial Land Development					
Hope Valley and Kwinana Agri Research Facility.....	(2,077)	(2,178)	5,116	4,406	489
Neerabup Meridian Park and Orion Industrial Park .....	14,205	(6,453)	(2,605)	2,012	567
Karratha Madigan Road .....	(5,747)	(25,237)	(728)	(519)	(1,081)
Lithium Industry Support Package.....	(1,545)	(6,105)	(5,953)	-	-
<b>Other</b>					
Business Parameter Update.....	56,022	35,404	8,243	(18,337)	(19,928)

## Significant Initiatives

1. DevelopmentWA is contributing to the delivery of a pipeline of social and affordable housing projects and support the growth of the community housing sector.
2. DevelopmentWA is also contributing to boosting the regional land supply pipeline to support jobs and homes in the regions, with significant projects including Karratha Madigan Road.
3. As part of the Government's objective to support jobs growth and the diversification of the State's economy, DevelopmentWA is investing in the Western Trade Coast, Australian Automation and Robotics Precinct in Neerabup, and general industrial land development.

## Annual Performance Statement

The following performance information is the subject of an Annual Performance Statement adopted by the Government Trading Enterprise (GTE).

## Objectives, Outcomes and Key Performance Information

### Relationship to Government Goals

Broad government goals are supported at GTE level by objectives and outcomes. The following table illustrates the relationship between DevelopmentWA's objectives and outcomes and the Government Goal it contributes to. The key performance indicators measure the extent of the impact of desired outcomes on the achievement of the GTE objectives.

Government Goals	Strategic Objectives	Desired Outcomes
Strong and Sustainable Finances: Responsible, achievable, affordable budget management.	A culture of delivery.	1. High capability and capacity, achieving targets, strong relationships and innovative solutions
Made in WA Plan: Diversifying our economy for the future and creating local jobs.	Driving opportunities for business and employment throughout the State.	2. Facilitating economic diversification and jobs growth across Western Australia through provision of commercial and industrial land and infrastructure within precincts
Safe, Strong and Fair Communities: Supporting our local and regional communities to thrive.	Responding to the housing needs of Western Australia.	3. Delivering high quality housing, a steady supply of residential land across the State, and the creation of land for medium and high density development

### Outcomes and Key Performance Indicators

	2023-24 Actual	2024-25 Budget	2024-25 Estimated Actual	2025-26 Budget Target	Note
<b>Outcome: High capability and capacity, achieving targets, strong relationships and innovative solutions:</b>					
Percentage of revenue target achieved.....	>90%	>90%	>90%	>90%	
Staff retention .....	88.6%	>90%	>85%	>85%	
Safe working environment: reportable lost time injury frequency rate .....	nil	<2.5	<2.5	<2.5	
Customer satisfaction rating: customers satisfied with overall purchase process .....	95%	>90%	>90%	>90%	
Reduction in Net Zero scope one and scope two emissions compared to 2021 baseline .....	44%	75%	75%	100%	
<b>Outcome: Facilitating economic diversification and jobs growth across Western Australia through provision of commercial and industrial land and infrastructure within precincts:</b>					
Highest priority industrial program project development milestones met or exceeded .....	>90%	>90%	>90%	>90%	
Sufficient developed lots available and/or next stage ready for development in each of DevelopmentWA's key industrial estates/projects.....	<5	>5	>5	>5	
<b>Outcome: Delivering high quality housing, a steady supply of residential land across the State, and the creation of land for medium and high density development:</b>					
Highest priority metropolitan, housing and regional program project development milestones met or exceeded .....	>90%	>90%	>90%	>90%	
Percentage of new approved business cases that include the prescribed social housing mix targets .....	100%	100%	100%	100%	
Number of social housing dwelling equivalents from land transferred to the Department of Communities or a community housing provider .....	130	>120	170	180	



## Asset Investment Program

1. DevelopmentWA's planned 2025-26 Asset Investment Program (AIP) of \$981 million incorporates expenditure across various land acquisitions and the delivery of land development and infrastructure requirements. These include strategic site acquisitions, construction works and securing key approvals and design outcomes.
2. The 2025-26 AIP will enable the delivery of land for social and affordable homes, housing, businesses and infrastructure to support Western Australian communities, including investment of:
  - 2.1. \$360 million through the Industrial Lands Authority, supporting strategic, general and light industrial businesses to power Western Australia's economy, in line with the Industrial Land Steering Committee's 10-year Industrial Land Strategy. Project investments include \$151.9 million for Strategic Industrial Area land acquisitions in the Western Trade Coast, general industrial land acquisitions at Hope Valley Development and Kwinana Agri-Research Facility, and development investment at Orion Industrial Park and Kalgoorlie Anzac Drive West;
  - 2.2. \$280 million in metropolitan projects to provide connected precincts and housing diversity, including social and affordable housing and developments at Subi East Precinct, Alkimos Central, Ocean Reef Marina, Perth City Link, and development of Housing Australia Future Fund Round 1 projects;
  - 2.3. \$273 million in the Residential Land Program to support the delivery of social and affordable homes across the State, including projects at Pier Street, Fremantle Burt Street, Bentley Redevelopment, Brabham, Forrestdale, Yanchep, Sienna Wood, Golden Bay, Wellard, Ellenbrook, Byford and Beaconsfield Davis Park; and
  - 2.4. \$68 million in projects in regional Western Australia, creating resilient and revitalised cities and towns across the State. Significant projects include the delivery of residential land at Broome North, Karratha Madigan Road, Karratha Mulataga and Kalgoorlie GreenView Estate.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-25 \$'000	2024-25 Estimated Expenditure \$'000	2025-26 Budget Year \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000	2028-29 Outyear \$'000
<b>WORKS IN PROGRESS</b>							
Development of Land							
Industrial Lands Authority Program							
Neerabup Australian Automation and Robotics Park ....	25,220	20,364	1,582	2,032	2,406	209	209
Peel Business Park, Nambeelup.....	48,227	48,103	8,285	124	-	-	-
Metropolitan Program							
Alkimos Central.....	176,794	86,480	13,706	31,556	22,020	20,420	16,318
East Perth Power Station.....	92,647	89,189	8,094	3,458	-	-	-
Ocean Reef Marina.....	269,653	179,860	57,984	59,727	10,086	12,776	7,204
Subi East Precinct.....	146,118	117,531	17,219	20,796	3,373	1,137	3,281
Regional Program							
Karratha Madigan Road.....	65,912	11,444	6,000	19,336	21,701	13,431	-
Nyamba Buru Yawuru - Health and Wellbeing Campus.....	15,206	7,052	4,962	3,712	2,665	1,449	328
Residential Program							
Bentley Residential Redevelopment.....	43,799	5,560	3,867	8,970	12,866	8,719	7,684
Fremantle Burt Street Residential Development.....	121,293	17,456	14,047	52,932	50,423	482	-
Pier Street Residential Development.....	154,232	41,349	36,717	68,662	44,221	-	-
Industry and Infrastructure Acquisition and Development.....	2,093,339	1,695,498	94,581	205,997	102,297	58,800	30,747
Metropolitan Land Acquisition and Development.....	1,674,358	1,482,636	70,836	74,231	56,221	16,730	44,540
Regional Land Acquisition and Development.....	1,744,807	1,686,765	29,698	33,532	13,433	3,543	7,534
Residential Projects and Land Development for Social and Affordable Housing.....	941,711	524,264	137,937	142,323	100,279	94,112	80,733
<b>COMPLETED WORKS</b>							
Central Perth Redevelopment Area - All Other Projects (Excluding Armadale Redevelopment) .....							
	140	140	140	-	-	-	-
<b>NEW WORKS</b>							
Development of Land							
Industrial Lands Authority Program - Western Trade Coast .....							
	151,900	-	-	151,900	-	-	-
Metropolitan Program							
Housing Australia Future Fund Projects .....	287,883	3,950	3,950	89,862	115,837	78,234	-
Regional Program							
Karratha Mulataga .....	43,171	1,058	1,058	11,555	25,887	2,918	1,753
<b>Total Cost of Asset Investment Program .....</b>	<b>8,096,410</b>	<b>6,018,699</b>	<b>510,663</b>	<b>980,705</b>	<b>583,715</b>	<b>312,960</b>	<b>200,331</b>
<b>FUNDED BY</b>							
Borrowings .....			37,722	128,785	85,157	-	-
Capital Appropriation.....			42,773	-	-	-	-
Internal Funds and Balances.....			381,447	471,678	293,351	-	-
Major Treasurer's Special Purpose Account(s)							
Royalties for Regions Fund .....			8,500	200	-	-	-
Strategic Industries Fund.....			5,000	140,000	-	-	-
Other .....			6,898	200,214	181,971	308,910	200,331
Other Grants and Subsidies .....			28,323	39,828	23,236	4,050	-
<b>Total Funding.....</b>			<b>510,663</b>	<b>980,705</b>	<b>583,715</b>	<b>312,960</b>	<b>200,331</b>

## Financial Statements

### Income Statement

#### *Revenue*

1. Total revenue increases by \$126.1 million (15%) from the 2024-25 Estimated Actual to the 2025-26 Budget Year mainly due to sales in the Metropolitan and Residential Lands programs and operating subsidies provided for the Housing Australia Future Fund projects.

#### *Expenses*

2. Total expenses increases by \$124.6 million (18%) from the 2023-24 Actual to the 2024-25 Estimated Actual due to the increased delivery of projects across residential, metropolitan and regional areas.
3. Total expenses increases by \$128.3 million (16%) from the 2024-25 Estimated Actual to the 2025-26 Budget Year due to residential development expenditure in Alkimos, Yanchep, Fremantle Burt Street and Pier Street development projects.

### Statement of Financial Position

4. Inventory - land and development (non-current) increases by \$323.7 million (77%) from the 2024-25 Estimated Actual to the 2025-26 Budget Year due to industrial land acquisitions and significant residential development projects in progress.
5. Total equity increases (on average around 5% per annum) from the 2023-24 Actual to the 2025-26 Budget Year due to investment in residential and industrial projects. Equity is forecast to steadily decline over the forward estimates period as projects are completed and land holdings are sold.

### Statement of Cashflows

6. The increase in payment for the purchase of inventories by \$301 million (61%) from the 2024-25 Estimated Actual to the 2025-26 Budget Year is driven by industrial land acquisitions and residential development projects.
7. The increase in cashflows from Government by \$194 million (73%) from the 2024-25 Estimated Actual to the 2025-26 Budget Year is driven by Housing Australia Future Fund residential development projects and industrial project investment from the Strategic Industries Fund.

**INCOME STATEMENT <sup>(a)</sup>**  
**(Controlled)**

	2023-24	2024-25	2024-25	2025-26	2026-27	2027-28	2028-29
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>REVENUE</b>							
<b>Revenue from operations</b>							
Sale of goods and services.....	559,396	551,826	602,753	636,786	743,639	643,711	659,127
Other revenue.....	55,389	46,752	41,797	42,606	45,039	27,350	24,584
<b>Revenue from Government</b>							
Operating subsidies.....	115,498	256,799	197,882	217,073	99,402	68,197	65,054
Capital subsidies.....	-	1,380	-	5,680	-	-	-
Resources received free of charge.....	37	-	-	-	-	-	-
Other subsidies.....	-	10,250	7,757	21,873	8,149	-	-
Major Treasurer's Special Purpose Account(s)							
Royalties for Regions							
Regional Community Services Fund .....	-	-	-	230	-	-	-
Regional Infrastructure and Headworks							
Fund .....	6,349	8,700	9,789	200	-	-	-
Administered Appropriations.....	-	-	-	61,631	174,557	114,334	-
<b>TOTAL REVENUE .....</b>	<b>736,669</b>	<b>875,707</b>	<b>859,978</b>	<b>986,079</b>	<b>1,070,786</b>	<b>853,592</b>	<b>748,765</b>
<b>Expenses</b>							
Employee benefits <sup>(b)</sup> .....	37,117	46,893	39,521	47,387	49,992	52,717	54,577
Grants and subsidies.....	-	6,000	6,500	26,180	58,720	36,100	-
Supplies and services.....	71,238	99,633	62,621	62,592	61,927	78,047	56,831
Accommodation.....	10,393	31,044	37,808	35,220	34,057	26,463	26,330
Depreciation and amortisation .....	64,683	21,803	60,811	53,226	33,771	19,358	20,190
Finance and interest costs.....	6,444	4,119	4,848	2,422	6,111	6,074	6,047
Cost of land sold .....	410,378	563,498	514,230	607,920	674,875	508,303	455,731
Other expenses .....	78,949	81,220	77,431	97,083	228,085	91,480	91,849
<b>TOTAL EXPENSES .....</b>	<b>679,202</b>	<b>854,210</b>	<b>803,770</b>	<b>932,030</b>	<b>1,147,538</b>	<b>818,542</b>	<b>711,555</b>
<b>NET PROFIT/(LOSS) BEFORE TAX .....</b>	<b>57,467</b>	<b>21,497</b>	<b>56,208</b>	<b>54,049</b>	<b>(76,752)</b>	<b>35,050</b>	<b>37,210</b>
National Tax Equivalent Regime							
Current tax equivalent expense .....	29,219	5,692	15,082	19,898	19,542	10,791	11,479
Deferred tax equivalent expense .....	(13,081)	-	-	-	-	-	-
<b>NET PROFIT/(LOSS) AFTER TAX .....</b>	<b>41,329</b>	<b>15,805</b>	<b>41,126</b>	<b>34,151</b>	<b>(96,294)</b>	<b>24,259</b>	<b>25,731</b>
<b>Dividends .....</b>	<b>5,416</b>	<b>48,717</b>	<b>53,184</b>	<b>45,041</b>	<b>34,823</b>	<b>34,196</b>	<b>173,055</b>

(a) Full audited financial statements are published in DevelopmentWA's Annual Report.

(b) The full-time equivalents for 2023-24 Actual, 2024-25 Estimated Actual and 2025-26 Budget Year are 261, 277 and 282 respectively.

**STATEMENT OF FINANCIAL POSITION <sup>(a)</sup>**  
**(Controlled)**

	2023-24	2024-25	2024-25	2025-26	2026-27	2027-28	2028-29
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>CURRENT ASSETS</b>							
Cash assets.....	21,788	143,935	169,331	69,614	219,044	238,370	377,250
Cash assets - Retained dividends .....	107,980	44,770	44,574	43,343	55,915	55,915	55,915
Restricted cash .....	66,309	49,627	67,316	57,338	48,882	26,231	19,264
Receivables .....	66,018	8,724	35,652	27,188	29,577	75,382	76,024
Inventory - Land and development .....	728,973	603,615	707,804	687,514	708,013	689,257	685,943
Other.....	35,928	14,931	36,964	35,928	35,928	35,928	36,753
Total current assets.....	1,026,996	865,602	1,061,641	920,925	1,097,359	1,121,083	1,251,149
<b>NON-CURRENT ASSETS</b>							
Property, plant and equipment.....	599,474	538,016	680,431	758,431	605,530	578,528	558,337
Intangibles .....	-	-	-	-	-	-	-
Receivables .....	20,183	21,043	19,878	19,878	19,878	19,878	18,372
Inventory - Land and development .....	495,827	829,026	417,839	741,536	672,835	467,707	208,519
Cash investments .....	-	2,300	-	-	-	-	-
Other.....	112,315	101,589	112,315	111,860	111,860	111,860	111,860
Total non-current assets.....	1,227,799	1,491,974	1,230,463	1,631,705	1,410,103	1,177,973	897,088
<b>TOTAL ASSETS</b> .....	<b>2,254,795</b>	<b>2,357,576</b>	<b>2,292,104</b>	<b>2,552,630</b>	<b>2,507,462</b>	<b>2,299,056</b>	<b>2,148,237</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions.....	8,459	7,962	8,459	8,459	8,459	8,459	8,459
Payables .....	85,169	119,951	105,286	115,786	119,970	119,970	120,152
Borrowings and leases .....	48,828	98,335	45,732	147,798	223,536	25,067	25,067
Interest payable .....	808	1,188	808	808	808	808	808
Other.....	143,530	104,759	140,887	146,376	152,446	152,446	152,445
Total current liabilities.....	286,794	332,195	301,172	419,227	505,219	306,750	306,931
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions.....	3,405	3,362	3,405	3,405	3,405	3,405	3,405
Borrowings and leases .....	49,084	6,282	21,376	20,770	20,727	20,727	18,037
Other.....	129,621	138,056	136,290	152,577	152,577	152,577	151,591
Total non-current liabilities.....	182,110	147,700	161,071	176,752	176,709	176,709	173,033
<b>TOTAL LIABILITIES</b> .....	<b>468,904</b>	<b>479,895</b>	<b>462,243</b>	<b>595,979</b>	<b>681,928</b>	<b>483,459</b>	<b>479,964</b>
<b>NET ASSETS</b> .....	<b>1,785,891</b>	<b>1,877,681</b>	<b>1,829,861</b>	<b>1,956,651</b>	<b>1,825,534</b>	<b>1,815,597</b>	<b>1,668,273</b>
<b>EQUITY</b>							
Contributed equity.....	1,581,435	1,743,116	1,637,463	1,775,143	1,775,143	1,775,143	1,775,143
Accumulated surplus/(deficit).....	202,767	134,565	190,709	179,819	48,702	38,765	(108,559)
Reserves .....	1,689	-	1,689	1,689	1,689	1,689	1,689
<b>TOTAL EQUITY</b> .....	<b>1,785,891</b>	<b>1,877,681</b>	<b>1,829,861</b>	<b>1,956,651</b>	<b>1,825,534</b>	<b>1,815,597</b>	<b>1,668,273</b>

(a) Full audited financial statements are published in DevelopmentWA's Annual Report.

**STATEMENT OF CASHFLOWS <sup>(a)</sup>**  
**(Controlled)**

	2023-24	2024-25	2024-25 Estimated	2025-26 Budget	2026-27	2027-28	2028-29
	Actual \$'000	Budget \$'000	Actual \$'000	Year \$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Receipts</b>							
Sale of goods and services.....	496,740	502,506	546,993	549,875	647,194	538,348	545,798
GST receipts.....	50,882	27,871	27,871	67,039	64,766	66,385	66,385
Other receipts.....	115,486	129,220	129,647	113,876	127,280	132,713	137,913
<b>Payments</b>							
Employee benefits.....	(36,288)	(46,943)	(39,571)	(47,437)	(50,042)	(52,717)	(54,330)
Supplies and services.....	(60,145)	(74,741)	(64,775)	(66,253)	(67,638)	(81,724)	(57,036)
Accommodation <sup>(b)</sup> .....	(4,292)	(19,667)	(20,612)	(17,806)	(16,754)	(9,294)	(9,870)
GST payments.....	(54,716)	(27,871)	(27,871)	(63,186)	(64,766)	(66,385)	(59,991)
Finance and interest costs.....	(5,674)	(4,065)	(4,794)	(2,410)	(6,071)	(6,074)	(6,047)
Payment for the purchase of inventories .....	(344,089)	(669,995)	(493,155)	(794,125)	(578,546)	(312,960)	(200,331)
Other payments.....	(128,620)	(101,540)	(97,251)	(139,397)	(189,853)	(130,967)	(92,238)
<b>Net cash from operating activities.....</b>	<b>29,284</b>	<b>(285,225)</b>	<b>(43,518)</b>	<b>(399,824)</b>	<b>(134,430)</b>	<b>77,325</b>	<b>270,253</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
<b>Receipts</b>							
Proceeds from sale of non-current assets .....	2	-	-	-	-	-	-
<b>Payments</b>							
Purchase of non-current assets.....	(80,105)	(11,880)	(17,508)	(186,580)	(5,169)	-	-
<b>Net cash from investing activities .....</b>	<b>(80,103)</b>	<b>(11,880)</b>	<b>(17,508)</b>	<b>(186,580)</b>	<b>(5,169)</b>	<b>-</b>	<b>-</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
<b>Receipts</b>							
Proceeds from borrowings.....	-	274,033	230,765	417,848	413,829	280,000	280,000
<b>Payments</b>							
Repayment of borrowings and leases.....	(51,441)	(261,792)	(261,792)	(316,621)	(338,930)	(479,306)	(280,125)
<b>Net cash from financing activities .....</b>	<b>(51,441)</b>	<b>12,241</b>	<b>(31,027)</b>	<b>101,227</b>	<b>74,899</b>	<b>(199,306)</b>	<b>(125)</b>
<b>CASHFLOWS FROM GOVERNMENT</b>							
<b>Receipts</b>							
Capital subsidies.....	-	1,380	-	5,680	-	-	-
Administered appropriations .....	-	-	-	61,631	174,557	114,334	-
Operating subsidies.....	132,014	266,799	197,882	217,073	99,402	68,197	65,054
Equity contributions .....	20,000	20,173	42,773	-	-	-	-
Other subsidies.....	2,753	10,250	8,815	33,428	17,636	-	-
Major Treasurer's Special Purpose Account(s)							
Royalties for Regions							
Regional Infrastructure and Headworks							
Fund .....	6,349	8,700	9,788	430	-	-	-
Strategic Industries Fund .....	-	71,250	5,000	140,000	-	-	-
<b>Payments</b>							
Dividends to Government .....	(5,416)	(48,717)	(53,184)	(45,041)	(34,823)	(34,196)	(173,055)
National Tax Equivalent Regime - Income Tax ....	(38,209)	(5,691)	(15,082)	(19,899)	(19,545)	(10,790)	(11,478)
Local Government Rates Equivalent .....	(6,101)	(12,976)	(18,795)	(19,051)	(18,981)	(18,889)	(18,736)
<b>Net cash provided to Government.....</b>	<b>(111,390)</b>	<b>(311,168)</b>	<b>(177,197)</b>	<b>(374,251)</b>	<b>(218,246)</b>	<b>(118,656)</b>	<b>138,215</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD.....</b>	<b>9,130</b>	<b>26,304</b>	<b>85,144</b>	<b>(110,926)</b>	<b>153,546</b>	<b>(3,325)</b>	<b>131,913</b>
Cash assets at the beginning of the reporting period .....	187,098	214,328	196,077	281,221	170,295	323,841	320,516
<b>Cash assets at the end of the reporting period .....</b>	<b>196,228</b>	<b>240,632</b>	<b>281,221</b>	<b>170,295</b>	<b>323,841</b>	<b>320,516</b>	<b>452,429</b>

(a) Full audited financial statements are published in DevelopmentWA's Annual Report.

(b) Payment of Local Government Rates Equivalent is included within accommodation expense on the Income Statement; however, within the Statement of Cashflows it is recorded as a payment to Government and not as a payment from operating activities.

# Division 47 **Heritage Council of Western Australia**

## Part 11 **Planning and Land Use**

### **Appropriations, Expenses and Cash Assets**

	2023-24 Actual \$'000	2024-25 Budget \$'000	2024-25 Estimated Actual \$'000	2025-26 Budget Year \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000	2028-29 Outyear \$'000
<b>DELIVERY OF SERVICES</b>							
Item 93 Net amount appropriated to deliver services .....	1,540	1,598	1,598	<b>1,614</b>	1,603	1,619	1,635
Total appropriations provided to deliver services .....	1,540	1,598	1,598	<b>1,614</b>	1,603	1,619	1,635
<b>TOTAL APPROPRIATIONS .....</b>	<b>1,540</b>	<b>1,598</b>	<b>1,598</b>	<b>1,614</b>	<b>1,603</b>	<b>1,619</b>	<b>1,635</b>
<b>EXPENSES</b>							
Total Cost of Services .....	6,770	1,598	6,977	<b>7,154</b>	7,309	7,496	7,689
Net Cost of Services <sup>(a)</sup> .....	6,721	1,598	6,977	<b>7,154</b>	7,309	7,496	7,689
<b>CASH ASSETS <sup>(b)</sup> .....</b>	<b>8,935</b>	<b>8,866</b>	<b>8,935</b>	<b>8,935</b>	<b>8,935</b>	<b>8,935</b>	<b>8,935</b>

(a) Represents Total Cost of Services (expenses) less retained revenues applied to the Council's services. Reconciliation to the total appropriations provided to deliver services includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

(b) As at 30 June each financial year.

### **Spending Changes**

Recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the Council's Income Statement since presentation of the 2024-25 Budget to Parliament on 9 May 2024, are outlined below:

	2024-25 Estimated Actual \$'000	2025-26 Budget Year \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000	2028-29 Outyear \$'000
2025-26 Streamlined Budget Process Incentive Funding .....	-	43	-	-	-

## Resource Agreement

The following performance information (financial and non-financial) is the subject of a Resource Agreement signed by the Minister, Accountable Authority and Treasurer under Part 3, Division 5 of the *Financial Management Act 2006*.

## Outcomes, Services and Key Performance Information

### Relationship to Government Goals

Broad government goals are supported at agency level by specific outcomes. Agencies deliver services to achieve these outcomes. The following table illustrates the relationship between the Council's services, the desired outcomes and the relevant Government Goal. The key effectiveness indicators measure the extent of impact of the delivery of services on the achievement of desired outcomes. The key efficiency indicators monitor the relationship between the service delivered and the resources used to produce the service.

Government Goal	Desired Outcome	Service
Investing in WA's Future: Tackling climate action and supporting the arts, culture and sporting sectors to promote vibrant communities.	An effective system for the conservation of cultural heritage places in Western Australia for the benefit of present and future generations.	1. Cultural Heritage Conservation Services

### Service Summary

Expense	2023-24 Actual \$'000	2024-25 Budget \$'000	2024-25 Estimated Actual \$'000	2025-26 Budget Year \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000	2028-29 Outyear \$'000
1. Cultural Heritage Conservation Services ....	6,770	1,598	6,977	7,154	7,309	7,496	7,689
<b>Total Cost of Services .....</b>	<b>6,770</b>	<b>1,598</b>	<b>6,977</b>	<b>7,154</b>	<b>7,309</b>	<b>7,496</b>	<b>7,689</b>

### Outcomes and Key Effectiveness Indicators <sup>(a)</sup>

	2023-24 Actual	2024-25 Budget	2024-25 Estimated Actual	2025-26 Budget Target	Note
<b>Outcome: An effective system for the conservation of cultural heritage places in Western Australia for the benefit of present and future generations:</b>					
Extent to which development approvals issued for registered places are consistent with the Council's advice to decision-making authorities .....	98.6%	100%	100%	100%	

(a) Further detail in support of the key effectiveness indicators is provided in the Council's Annual Report.



## Services and Key Efficiency Indicators

### 1. Cultural Heritage Conservation Services

Cultural Heritage Conservation Services establish and maintain a comprehensive State Register of Heritage Places; provide conservation advice on development referrals and other relevant matters; develop the role of public authorities in conserving and managing heritage places; provide financial assistance and other conservation incentives; and provide publications, seminars and other promotional activities.

	2023-24 Actual	2024-25 Budget	2024-25 Estimated Actual	2025-26 Budget Target	Note
Total Cost of Service .....	\$'000 6,770	\$'000 1,598	\$'000 6,977	\$'000 7,154	1
Less Income .....	49	nil	nil	nil	
Net Cost of Service .....	6,721	1,598	6,977	7,154	
<b>Efficiency Indicator</b>					
Average cost of statutory development and planning referrals <sup>(a)</sup> .....	\$6,018	n.a.	\$5,395	\$5,518	

(a) A detailed review of the Council's Outcomes, Services and Key Performance Information was undertaken in 2024-25. This key efficiency indicator is new and will be reported from 1 July 2025. The 2023-24 Actual and 2024-25 Estimated Actual have been calculated for comparative purposes.

### Explanation of Significant Movements

(Notes)

1. The Total Cost of Service in the 2024-25 Estimated Actual is significantly higher than the 2024-25 Budget due to an update in accounting treatment. After the publication of the 2024-25 Budget, the Council identified that it had not been disclosing the fair value of resources received free of charge expenses from Planning, Lands and Heritage, nor the corresponding revenue. As a result, the 2023-24 Actual has been restated to accurately reflect these arrangements. The 2024-25 Estimated Actual and the 2025-26 Budget Target now also incorporate this update.

## Financial Statements

### Income Statement

1. Notwithstanding the previously mentioned update regarding Total Cost of Service in the 2024-25 Budget compared to the 2024-25 Estimated Actual, Total Cost of Services increases modestly from the 2023-24 Actual to the 2028-29 Outyear, with an average increase of 2.6% per annum. Total Income From Government increases in a commensurate manner.

### Statement of Financial Position

2. The Council's balance sheet remains stable over the forward estimates period, with total equity in each period estimated at \$6.6 million.

### Statement of Cashflows

3. The Council's end-of-year cash position for each period remains stable at \$8.9 million over the forward estimates period.

**INCOME STATEMENT <sup>(a)</sup>**  
**(Controlled)**

	2023-24	2024-25	2024-25	2025-26	2026-27	2027-28	2028-29
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>COST OF SERVICES</b>							
<b>Expenses</b>							
Grants and subsidies <sup>(b)</sup> .....	1,289	1,221	1,221	1,221	1,221	1,221	1,221
Supplies and services .....	5,434	195	5,574	5,735	5,901	6,072	6,249
Other expenses .....	47	182	182	198	187	203	219
<b>TOTAL COST OF SERVICES</b> .....	<b>6,770</b>	<b>1,598</b>	<b>6,977</b>	<b>7,154</b>	<b>7,309</b>	<b>7,496</b>	<b>7,689</b>
<b>Income</b>							
Other revenue .....	49	-	-	-	-	-	-
<b>Total Income</b> .....	<b>49</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET COST OF SERVICES</b> .....	<b>6,721</b>	<b>1,598</b>	<b>6,977</b>	<b>7,154</b>	<b>7,309</b>	<b>7,496</b>	<b>7,689</b>
<b>INCOME FROM GOVERNMENT</b>							
Service appropriations .....	1,540	1,598	1,598	1,614	1,603	1,619	1,635
Resources received free of charge .....	5,222	-	5,379	5,540	5,706	5,877	6,054
<b>TOTAL INCOME FROM GOVERNMENT</b> .....	<b>6,762</b>	<b>1,598</b>	<b>6,977</b>	<b>7,154</b>	<b>7,309</b>	<b>7,496</b>	<b>7,689</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD</b> .....	<b>41</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

(a) Full audited financial statements are published in the Council's Annual Report.

(b) Refer to the Details of Controlled Grants and Subsidies table below for further information.

**DETAILS OF CONTROLLED GRANTS AND SUBSIDIES**

	2023-24	2024-25	2024-25	2025-26	2026-27	2027-28	2028-29
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Heritage Grants Program .....	1,289	1,221	1,221	1,221	1,221	1,221	1,221
<b>TOTAL</b> .....	<b>1,289</b>	<b>1,221</b>	<b>1,221</b>	<b>1,221</b>	<b>1,221</b>	<b>1,221</b>	<b>1,221</b>

**STATEMENT OF FINANCIAL POSITION <sup>(a)</sup>**  
**(Controlled)**

	2023-24	2024-25	2024-25	2025-26	2026-27	2027-28	2028-29
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Year \$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
<b>CURRENT ASSETS</b>							
Cash assets.....	1,241	1,287	1,241	1,241	1,241	1,241	1,241
Restricted cash.....	7,694	7,579	7,694	7,694	7,694	7,694	7,694
Receivables.....	4	19	4	4	4	4	4
<b>Total current assets.....</b>	<b>8,939</b>	<b>8,885</b>	<b>8,939</b>	<b>8,939</b>	<b>8,939</b>	<b>8,939</b>	<b>8,939</b>
<b>CURRENT LIABILITIES</b>							
Payables.....	2,321	2,319	2,321	2,321	2,321	2,321	2,321
Other.....	28	17	28	28	28	28	28
<b>Total current liabilities.....</b>	<b>2,349</b>	<b>2,336</b>	<b>2,349</b>	<b>2,349</b>	<b>2,349</b>	<b>2,349</b>	<b>2,349</b>
<b>EQUITY</b>							
Contributed equity.....	(5,282)	(5,282)	(5,282)	(5,282)	(5,282)	(5,282)	(5,282)
Accumulated surplus/(deficit).....	11,872	11,831	11,872	11,872	11,872	11,872	11,872
<b>Total equity.....</b>	<b>6,590</b>	<b>6,549</b>	<b>6,590</b>	<b>6,590</b>	<b>6,590</b>	<b>6,590</b>	<b>6,590</b>
<b>TOTAL LIABILITIES AND EQUITY.....</b>	<b>8,939</b>	<b>8,885</b>	<b>8,939</b>	<b>8,939</b>	<b>8,939</b>	<b>8,939</b>	<b>8,939</b>

(a) Full audited financial statements are published in the Council's Annual Report.

**STATEMENT OF CASHFLOWS <sup>(a)</sup>**  
**(Controlled)**

	2023-24	2024-25	2024-25	2025-26	2026-27	2027-28	2028-29
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Year \$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
<b>CASHFLOWS FROM GOVERNMENT</b>							
Service appropriations.....	1,540	1,598	1,598	1,614	1,603	1,619	1,635
<b>Net cash provided by Government.....</b>	<b>1,540</b>	<b>1,598</b>	<b>1,598</b>	<b>1,614</b>	<b>1,603</b>	<b>1,619</b>	<b>1,635</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Grants and subsidies.....	(1,100)	(1,221)	(1,221)	(1,221)	(1,221)	(1,221)	(1,221)
Supplies and services.....	(294)	(195)	(195)	(195)	(195)	(195)	(195)
GST payments.....	(103)	-	-	-	-	-	-
Other payments.....	(92)	(182)	(182)	(198)	(187)	(203)	(219)
<b>Receipts</b>							
GST receipts.....	118	-	-	-	-	-	-
<b>Net cash from operating activities.....</b>	<b>(1,471)</b>	<b>(1,598)</b>	<b>(1,598)</b>	<b>(1,614)</b>	<b>(1,603)</b>	<b>(1,619)</b>	<b>(1,635)</b>
Cash assets at the beginning of the reporting period.....	8,866	8,866	8,935	8,935	8,935	8,935	8,935
<b>Cash assets at the end of the reporting period.....</b>	<b>8,935</b>	<b>8,866</b>	<b>8,935</b>	<b>8,935</b>	<b>8,935</b>	<b>8,935</b>	<b>8,935</b>

(a) Full audited financial statements are published in the Council's Annual Report.

## Division 48 **National Trust of Australia (WA)**

### Part 11 **Planning and Land Use**

#### **Appropriations, Expenses and Cash Assets**

	2023-24 Actual \$'000	2024-25 Budget \$'000	2024-25 Estimated Actual \$'000	2025-26 Budget Year \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000	2028-29 Outyear \$'000
<b>DELIVERY OF SERVICES</b>							
Item 94 Net amount appropriated to deliver services .....	3,809	3,895	3,992	<b>4,116</b>	4,263	4,374	4,490
Total appropriations provided to deliver services .....	3,809	3,895	3,992	<b>4,116</b>	4,263	4,374	4,490
<b>CAPITAL</b>							
Item 159 Capital Appropriation .....	435	435	435	<b>435</b>	435	435	435
<b>TOTAL APPROPRIATIONS</b> .....	<b>4,244</b>	<b>4,330</b>	<b>4,427</b>	<b>4,551</b>	<b>4,698</b>	<b>4,809</b>	<b>4,925</b>
<b>EXPENSES</b>							
Total Cost of Services .....	7,163	9,305	10,212	<b>8,921</b>	7,369	7,480	7,596
Net Cost of Services <sup>(a)</sup> .....	3,997	6,244	7,151	<b>5,967</b>	4,343	4,365	4,390
<b>CASH ASSETS</b> <sup>(b)</sup> .....	<b>4,869</b>	<b>2,870</b>	<b>3,859</b>	<b>3,551</b>	<b>3,314</b>	<b>3,162</b>	<b>3,102</b>

(a) Represents Total Cost of Services (expenses) less retained revenues applied to the Trust's services. Reconciliation to the total appropriations provided to deliver services includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

(b) As at 30 June each financial year.

#### **Spending Changes**

Recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the Trust's Income Statement since presentation of the 2024-25 Budget to Parliament on 9 May 2024, are outlined below:

	2024-25 Estimated Actual \$'000	2025-26 Budget Year \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000	2028-29 Outyear \$'000
Public Sector Wages Policy .....	97	147	187	191	191

#### **Significant Initiatives**

1. The Trust maintains its focus on the conservation, interpretation, activation of places and management of collections. Additional funding received from the Government and Lotterywest for significant key projects will enable the Trust to improve these places for future benefit.
2. In preparation for the Albany 2026 bicentennial year, the Strawberry Hill at Barmup project will create a deeper understanding of the significance of the location and history through truth-telling and sharing knowledge. The project includes a range of improvements across conservation and civil works, interpretation and cultural mapping, and visitor engagement. Improvements include an enhanced arrival experience, improved accessibility and conservation works to the main house and cottage. These improvements, along with a complementary program of events and visitor engagement initiatives, will deliver a contemporary cultural heritage experience for the community.

3. In preparation for Western Australia's 2029 bicentennial year, the Geraldton Heritage Precinct, Ngurra Barlunggu conservation project includes the conservation of the three main former hospital buildings, structural repairs, improved accessibility, safety and security.
4. Works are already underway to conserve, interpret and reactivate the Luisini Winery in Kingsley, on Lake Goollalal in the Yellagonga Regional Park. This major heritage project, between the Trust and Be Our Guest Holdings Pty Ltd, aims to create a community facility and tourist destination with a seamless link between the existing winery building and its unique natural environment and wetlands. The project includes a nature play area and boardwalk (in conjunction with Biodiversity, Conservation and Attractions). Interpretive signage will be in three languages: Nyoongar, English and Italian.

## Resource Agreement

The following performance information (financial and non-financial) is the subject of a Resource Agreement signed by the Minister, Accountable Authority and Treasurer under Part 3, Division 5 of the *Financial Management Act 2006*.

## Outcomes, Services and Key Performance Information

### Relationship to Government Goals

Broad government goals are supported at agency level by specific outcomes. Agencies deliver services to achieve these outcomes. The following table illustrates the relationship between the Trust's services, the desired outcomes and the relevant Government Goal. The key effectiveness indicators measure the extent of impact of the delivery of services on the achievement of desired outcomes. The key efficiency indicators monitor the relationship between the service delivered and the resources used to produce the service.

Government Goal	Desired Outcome	Services
Investing in WA's Future: Tackling climate action and supporting the arts, culture and sporting sectors to promote vibrant communities.	Engage community support for the conservation of our natural, Aboriginal and historic heritage for the present and the future.	1. Conservation and Management of Built Heritage 2. Heritage Services to the Community

### Service Summary

Expense	2023-24 Actual \$'000	2024-25 Budget \$'000	2024-25 Estimated Actual \$'000	2025-26 Budget Year \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000	2028-29 Outyear \$'000
1. Conservation and Management of Built Heritage .....	4,238	5,721	6,573	5,810	4,763	4,834	4,888
2. Heritage Services to the Community .....	2,925	3,584	3,639	3,111	2,606	2,646	2,708
<b>Total Cost of Services.....</b>	<b>7,163</b>	<b>9,305</b>	<b>10,212</b>	<b>8,921</b>	<b>7,369</b>	<b>7,480</b>	<b>7,596</b>

**Outcomes and Key Effectiveness Indicators <sup>(a)</sup>**

	2023-24 Actual	2024-25 Budget	2024-25 Estimated Actual	2025-26 Budget Target	Note
<b>Outcome: Engage community support for the conservation of our natural, Aboriginal and historic heritage for the present and the future:</b>					
Percentage of planned conservation performed to enable community access to National Trust places .....	0.5%	4.3%	4.2%	4.3%	
Number of people accessing, engaging, attending National Trust places and receiving heritage services .....	18,984	22,109	20,942	23,214	1

(a) Further detail in support of the key effectiveness indicators is provided in the Trust's Annual Report.

**Explanation of Significant Movements**

(Notes)

1. The 2025-26 Budget Target is forecast to be higher than the 2024-25 Estimated Actual and reflects the expectation that an improved marketing focus by the engagement team will increase visitor numbers.

**Services and Key Efficiency Indicators****1. Conservation and Management of Built Heritage**

As a key service, the Trust has the role of providing conservation to government and community heritage properties and places including the operation of a major public appeals program with a key focus on conservation works.

	2023-24 Actual	2024-25 Budget	2024-25 Estimated Actual	2025-26 Budget Target	Note
Total Cost of Service .....	\$'000 4,238	\$'000 5,721	\$'000 6,573	\$'000 5,810	1
Less Income .....	2,876	2,663	2,663	2,570	
Net Cost of Service .....	1,362	3,058	3,910	3,240	
<b>Employees (Full-Time Equivalents) .....</b>	<b>13</b>	<b>14</b>	<b>14</b>	<b>14</b>	
<b>Efficiency Indicator</b>					
Average operating cost per place managed .....	\$31,361	\$52,486	\$60,861	\$53,796	2

**Explanation of Significant Movements**

(Notes)

1. The increase between the 2023-24 Actual and 2024-25 Budget is mainly due to increased conservation works at the Geraldton Heritage Precinct as well as the public sector wages policy. The decrease from the 2024-25 Estimated Actual to the 2025-26 Budget Target is primarily due to the completion of maintenance works.
2. The increase in the 2024-25 Budget, 2024-25 Estimated Actual and 2025-26 Budget Target relative to the 2023-24 Actual is reflective of increased maintenance works for the Geraldton Heritage Precinct and other high priority projects.

## 2. Heritage Services to the Community

The interpretation heritage awareness and education service includes programs targeted at the general public, schools, professional development and training, and community service.

	2023-24 Actual	2024-25 Budget	2024-25 Estimated Actual	2025-26 Budget Target	Note
Total Cost of Service .....	\$'000 2,925	\$'000 3,584	\$'000 3,639	\$'000 3,111	1
Less Income .....	290	398	398	384	
Net Cost of Service .....	2,635	3,186	3,241	2,727	
<b>Employees (Full-Time Equivalents) .....</b>	<b>22</b>	<b>23</b>	<b>23</b>	<b>23</b>	
<b>Efficiency Indicator</b>					
Average operating cost per person accessing, engaging, attending National Trust places and heritage services provided .....	\$154	\$162	\$174	\$134	2

### Explanation of Significant Movements

(Notes)

1. The increase between 2023-24 Actual and 2024-25 Budget is mainly due to increased conservation works at the Geraldton Heritage Precinct as well as the public sector wages policy.
2. The 2025-26 Budget Target is lower relative to the 2024-25 Budget and 2024-25 Estimated Actual and reflects the expectation that an improved marketing focus by the engagement team will increase visitor numbers.

## Asset Investment Program

1. The Trust's Asset Investment Program in 2025-26 is \$5 million, mainly comprising of the conservation and maintenance works at the Strawberry Hill at Barmup (\$2.3 million) and Geraldton Heritage Precinct (\$1.9 million) projects, and the Trust's ongoing property restoration program of works.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-25 \$'000	2024-25 Estimated Expenditure \$'000	2025-26 Budget Year \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000	2028-29 Outyear \$'000
<b>WORKS IN PROGRESS</b>							
Property Restoration							
Geraldton Heritage Precinct .....	3,935	1,419	1,363	1,941	575	-	-
Strawberry Hill (Barmup) .....	5,578	2,740	2,740	2,347	491	-	-
<b>COMPLETED WORKS</b>							
Asset Replacement - 2024-25 Program .....	50	50	50	-	-	-	-
Property Restoration - 2024-25 Program .....	650	650	650	-	-	-	-
<b>NEW WORKS</b>							
Asset Replacement							
2025-26 Program .....	50	-	-	50	-	-	-
2026-27 Program .....	50	-	-	-	50	-	-
2027-28 Program .....	50	-	-	-	-	50	-
2028-29 Program .....	50	-	-	-	-	-	50
Property Restoration							
2025-26 Program .....	650	-	-	650	-	-	-
2026-27 Program .....	650	-	-	-	650	-	-
2027-28 Program .....	650	-	-	-	-	650	-
2028-29 Program .....	650	-	-	-	-	-	650
<b>Total Cost of Asset Investment Program .....</b>	<b>13,013</b>	<b>4,859</b>	<b>4,803</b>	<b>4,988</b>	<b>1,766</b>	<b>700</b>	<b>700</b>
<b>FUNDED BY</b>							
Capital Appropriation .....			435	435	435	435	435
Holding Account .....			265	265	265	265	265
Major Treasurer's Special Purpose Account(s)							
Asset Maintenance Fund .....			4,103	2,983	575	-	-
Other Grants and Subsidies .....			-	1,305	491	-	-
<b>Total Funding .....</b>			<b>4,803</b>	<b>4,988</b>	<b>1,766</b>	<b>700</b>	<b>700</b>

## Financial Statements

### Income Statement

#### Expenses

1. The reduction in Total Cost of Services between 2024-25 Estimated Actual and 2025-26 Budget Year is reflective of maintenance project expenditure reducing as projects are completed.



**INCOME STATEMENT <sup>(a)</sup>**  
**(Controlled)**

	2023-24	2024-25	2024-25	2025-26	2026-27	2027-28	2028-29
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>COST OF SERVICES</b>							
<b>Expenses</b>							
Employee benefits <sup>(b)</sup> .....	3,553	3,674	3,771	3,883	4,018	4,114	4,214
Supplies and services .....	1,420	3,776	4,586	3,186	1,502	1,518	1,534
Accommodation .....	677	383	383	383	383	383	383
Depreciation and amortisation .....	773	655	655	655	655	655	655
Other expenses .....	740	817	817	814	811	810	810
<b>TOTAL COST OF SERVICES .....</b>	<b>7,163</b>	<b>9,305</b>	<b>10,212</b>	<b>8,921</b>	<b>7,369</b>	<b>7,480</b>	<b>7,596</b>
<b>Income</b>							
Sale of goods and services .....	-	200	200	200	200	206	212
Grants and subsidies .....	90	-	-	-	-	-	-
Other revenue .....	3,076	2,861	2,861	2,754	2,826	2,909	2,994
<b>Total Income .....</b>	<b>3,166</b>	<b>3,061</b>	<b>3,061</b>	<b>2,954</b>	<b>3,026</b>	<b>3,115</b>	<b>3,206</b>
<b>NET COST OF SERVICES .....</b>	<b>3,997</b>	<b>6,244</b>	<b>7,151</b>	<b>5,967</b>	<b>4,343</b>	<b>4,365</b>	<b>4,390</b>
<b>INCOME FROM GOVERNMENT</b>							
Service appropriations .....	3,809	3,895	3,992	4,116	4,263	4,374	4,490
Major Treasurer's Special Purpose Account(s)							
Asset Maintenance Fund .....	802	6,409	6,409	4,683	575	-	-
Other revenues .....	746	-	-	1,305	491	-	-
<b>TOTAL INCOME FROM GOVERNMENT .....</b>	<b>5,357</b>	<b>10,304</b>	<b>10,401</b>	<b>10,104</b>	<b>5,329</b>	<b>4,374</b>	<b>4,490</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD .....</b>	<b>1,360</b>	<b>4,060</b>	<b>3,250</b>	<b>4,137</b>	<b>986</b>	<b>9</b>	<b>100</b>

(a) Full audited financial statements are published in the Trust's Annual Report.

(b) The full-time equivalents for 2023-24 Actual, 2024-25 Estimated Actual and 2025-26 Budget Year are 35, 37 and 37 respectively.

**STATEMENT OF FINANCIAL POSITION <sup>(a)</sup>**  
**(Controlled)**

	2023-24	2024-25	2024-25	2025-26	2026-27	2027-28	2028-29
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Year \$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
<b>CURRENT ASSETS</b>							
Cash assets.....	4,617	906	3,607	3,299	3,062	2,910	2,850
Restricted cash.....	252	1,964	252	252	252	252	252
Holding Account receivables .....	265	265	265	265	265	265	265
Receivables.....	368	123	130	282	434	590	590
Other.....	344	1,633	284	284	284	284	439
<b>Total current assets.....</b>	<b>5,846</b>	<b>4,891</b>	<b>4,538</b>	<b>4,382</b>	<b>4,297</b>	<b>4,301</b>	<b>4,396</b>
<b>NON-CURRENT ASSETS</b>							
Holding Account receivables .....	4,643	5,033	5,033	5,423	5,813	6,203	6,593
Property, plant and equipment.....	130,651	131,541	135,454	139,792	140,908	140,958	141,008
Intangibles .....	208	210	208	208	208	208	208
Other.....	123	102	123	123	123	123	123
<b>Total non-current assets.....</b>	<b>135,625</b>	<b>136,886</b>	<b>140,818</b>	<b>145,546</b>	<b>147,052</b>	<b>147,492</b>	<b>147,932</b>
<b>TOTAL ASSETS .....</b>	<b>141,471</b>	<b>141,777</b>	<b>145,356</b>	<b>149,928</b>	<b>151,349</b>	<b>151,793</b>	<b>152,328</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions.....	891	849	891	891	891	891	891
Payables.....	99	55	154	154	154	154	154
Borrowings and leases .....	25	-	25	25	25	25	25
Other.....	1,465	1,787	1,610	1,610	1,610	1,610	1,610
<b>Total current liabilities.....</b>	<b>2,480</b>	<b>2,691</b>	<b>2,680</b>	<b>2,680</b>	<b>2,680</b>	<b>2,680</b>	<b>2,680</b>
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions.....	120	108	120	120	120	120	120
Borrowings and leases .....	99	-	99	99	99	99	99
Other.....	-	559	-	-	-	-	-
<b>Total non-current liabilities.....</b>	<b>219</b>	<b>667</b>	<b>219</b>	<b>219</b>	<b>219</b>	<b>219</b>	<b>219</b>
<b>TOTAL LIABILITIES .....</b>	<b>2,699</b>	<b>3,358</b>	<b>2,899</b>	<b>2,899</b>	<b>2,899</b>	<b>2,899</b>	<b>2,899</b>
<b>EQUITY</b>							
Contributed equity.....	30,056	30,491	30,491	30,926	31,361	31,796	32,231
Accumulated surplus/(deficit).....	62,542	65,431	65,792	69,929	70,915	70,924	71,024
Reserves .....	46,174	42,497	46,174	46,174	46,174	46,174	46,174
<b>Total equity .....</b>	<b>138,772</b>	<b>138,419</b>	<b>142,457</b>	<b>147,029</b>	<b>148,450</b>	<b>148,894</b>	<b>149,429</b>
<b>TOTAL LIABILITIES AND EQUITY .....</b>	<b>141,471</b>	<b>141,777</b>	<b>145,356</b>	<b>149,928</b>	<b>151,349</b>	<b>151,793</b>	<b>152,328</b>

(a) Full audited financial statements are published in the Trust's Annual Report.

**STATEMENT OF CASHFLOWS <sup>(a)</sup>**  
**(Controlled)**

	2023-24	2024-25	2024-25	2025-26	2026-27	2027-28	2028-29
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Year \$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
<b>CASHFLOWS FROM GOVERNMENT</b>							
Service appropriations .....	3,154	3,240	3,337	3,461	3,608	3,719	3,835
Capital appropriation.....	435	435	435	435	435	435	435
Holding Account drawdowns .....	265	265	265	265	265	265	265
Major Treasurer's Special Purpose Account(s)							
Asset Maintenance Fund .....	802	6,409	6,409	4,683	575	-	-
Other.....	746	-	-	1,305	491	-	-
<b>Net cash provided by Government .....</b>	<b>5,402</b>	<b>10,349</b>	<b>10,446</b>	<b>10,149</b>	<b>5,374</b>	<b>4,419</b>	<b>4,535</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits .....	(3,500)	(3,667)	(3,764)	(3,876)	(4,011)	(4,107)	(4,207)
Supplies and services .....	(2,700)	(3,939)	(4,749)	(3,349)	(1,665)	(1,681)	(1,697)
Accommodation.....	(677)	(366)	(366)	(366)	(366)	(366)	(366)
GST payments.....	(260)	(270)	(270)	(270)	(270)	(270)	(270)
Finance and interest costs .....	(3)	-	-	-	-	-	-
Other payments .....	(742)	(694)	(694)	(691)	(688)	(687)	(687)
<b>Receipts</b>							
Grants and subsidies .....	90	-	-	-	-	-	-
Sale of goods and services.....	-	200	200	200	200	206	218
GST receipts.....	258	270	270	270	270	270	270
Other receipts .....	3,547	2,720	2,720	2,613	2,685	2,764	2,844
<b>Net cash from operating activities .....</b>	<b>(3,987)</b>	<b>(5,746)</b>	<b>(6,653)</b>	<b>(5,469)</b>	<b>(3,845)</b>	<b>(3,871)</b>	<b>(3,895)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Purchase of non-current assets.....	(1,562)	(4,803)	(4,803)	(4,988)	(1,766)	(700)	(700)
<b>Net cash from investing activities .....</b>	<b>(1,562)</b>	<b>(4,803)</b>	<b>(4,803)</b>	<b>(4,988)</b>	<b>(1,766)</b>	<b>(700)</b>	<b>(700)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
Repayment of borrowings and leases.....	(5)	-	-	-	-	-	-
<b>Net cash from financing activities .....</b>	<b>(5)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD.....</b>	<b>(152)</b>	<b>(200)</b>	<b>(1,010)</b>	<b>(308)</b>	<b>(237)</b>	<b>(152)</b>	<b>(60)</b>
Cash assets at the beginning of the reporting period .....	3,270	3,070	4,869	3,859	3,551	3,314	3,162
Net cash transferred to/from other agencies .....	1,751	-	-	-	-	-	-
<b>Cash assets at the end of the reporting period .....</b>	<b>4,869</b>	<b>2,870</b>	<b>3,859</b>	<b>3,551</b>	<b>3,314</b>	<b>3,162</b>	<b>3,102</b>

(a) Full audited financial statements are published in the Trust's Annual Report.

