

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	2025-26 Estimated Actual \$'000	2026-27 Budget Year \$'000
Planning, Lands and Heritage		
– Total Cost of Services.....	364,298	388,001
– Asset Investment Program	14,618	9,087
Western Australian Planning Commission		
– Total Cost of Services.....	76,799	68,204
– Asset Investment Program	71,878	47,251
Western Australian Land Information Authority		
– Total Cost of Services.....	157,378	151,385
– Asset Investment Program	10,048	33,101
DevelopmentWA		
– Asset Investment Program	943,019	1,028,484
Heritage Council of Western Australia		
– Total Cost of Services.....	8,628	8,869
National Trust of Australia (WA)		
– Total Cost of Services.....	11,214	8,594
– Asset Investment Program	7,529	1,666

Ministerial Responsibilities

Minister	Agency	Services
Minister for Planning and Lands; Housing and Works; Health Infrastructure Minister for Creative Industries; Heritage; Industrial Relations; Aged Care and Seniors; Women Minister for Aboriginal Affairs; Water; Climate Resilience; South West	Planning, Lands and Heritage	<ol style="list-style-type: none"> 1. Planning Services 2. Land Administration Services 3. Historical Heritage Services 4. Aboriginal Heritage Management
	Western Australian Planning Commission	<ol style="list-style-type: none"> 1. Statutory Planning 2. Strategic Planning and Policy Development 3. Strategic Reservation and Acquisition of Land
	Western Australian Land Information Authority	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 1. Cultural Heritage Conservation Services
	National Trust of Australia (WA)	<ol style="list-style-type: none"> 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

	2024-25	2025-26	2025-26	2026-27	2027-28	2028-29	2029-30
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
DELIVERY OF SERVICES							
Item 97 Net amount appropriated to deliver services	219,088	237,121	225,675	223,911	158,956	199,232	194,688
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975	461	475	974	1,367	1,405	1,444	1,509
Total appropriations provided to deliver services.....	219,549	237,596	226,649	225,278	160,361	200,676	196,197
CAPITAL							
Item 165 Capital Appropriation.....	8,344	6,494	6,537	3,924	3,942	2,442	2,445
TOTAL APPROPRIATIONS	227,893	244,090	233,186	229,202	164,303	203,118	198,642
EXPENSES							
Total Cost of Services	291,352	374,358	364,298	388,001	301,302	313,252	288,587
Net Cost of Services ^(a)	269,405	342,327	316,681	337,517	263,810	281,886	269,568
CASH ASSETS ^(b)	74,642	27,271	71,329	41,244	13,866	8,785	5,704

(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 2025-26 Budget to Parliament on 19 June 2025, are outlined below:

	2025-26	2026-27	2027-28	2028-29	2029-30
	Estimated	Budget	Outyear	Outyear	Outyear
	Actual	Year	\$'000	\$'000	\$'000
	\$'000	\$'000			
Election Commitment					
Regional Housing Support Fund	-	12,500	12,500	18,750	6,250
New Initiatives					
Establishment of Indigenous Land Use Agreement Negotiations Team					
Resourcing.....	-	377	391	-	-
Housing Pattern Book	-	1,550	450	-	-
Ongoing Initiatives					
Aboriginal Cultural Heritage Resource Funding	-	2,612	2,703	2,798	2,896
Agency Resources.....	-	-	2,738	1,150	-
High Wycombe Community Hub.....	-	9,550	-	-	-
Housing Diversity Pipeline.....	-	1,468	1,534	2,738	2,794
Infrastructure Development Fund	-	10,000	10,000	10,000	10,000
Mira Mar	-	250	-	-	-
Planning Online	-	301	-	-	-
Strategic Projects Team	-	896	927	959	993
Swan Active Ellenbrook	-	-	-	-	-
	17,500	13,000	2,500	-	-

	2025-26 Estimated Actual \$'000	2026-27 Budget Year \$'000	2027-28 Outyear \$'000	2028-29 Outyear \$'000	2029-30 Outyear \$'000
Other					
Fremantle Prison Fees and Charges and Expenditure.....	-	157	161	164	308
Government Office Accommodation.....	(8)	(10)	(11)	(11)	-
Government Regional Officer Housing	2	(4)	(3)	(5)	389
RiskCover Fund Insurance Premiums	43	631	-	-	-
Service Delivery Agreement (Western Australian Planning Commission).....	500	3,340	3,366	3,398	-
State Fleet Update.....	62	65	64	67	398

Significant Initiatives

Election Commitments

1. The Department is facilitating several initiatives that directly support the Government's priority of improving social and affordable housing supply in Western Australia. This includes the Regional Housing Support Fund, a 2025 Election Commitment, to increase housing supply in regional Western Australia by providing grants to local governments, community housing providers and landowners and developers to support key worker and community housing and residential subdivision projects. This helps address feasibility gaps associated with enabling infrastructure, construction and civil works, accelerating the delivery of housing projects in regional Western Australia. As part of the 2026-27 Budget, the Regional Housing Support Fund is increasing by \$50 million, from \$25 million to \$75 million, with \$25 million of this increase funded by the Commonwealth Government under the 100,000 Homes for First Home Buyers program.
2. Support is being provided to the Western Australian Planning Commission (WAPC) to deliver the Government's Urban Greening Strategy, including administering the \$10 million Let's Grow program. The first round of grants is available for schools and community groups, who can apply for a share of \$2.5 million in funding to carry out planting projects that will directly contribute to increasing the tree canopy in Perth and Peel.

Ensuring Every Western Australian Has a Home

3. The Government continues to invest heavily in housing, with a massive \$4.7 billion committed in the 2026-27 Budget to boost housing supply, diversity and affordability across Western Australia. This brings the total investment in housing to \$10.8 billion since 2021-22. The Department is delivering several key initiatives that will help vulnerable households and everyday Western Australians to access stable and affordable housing.
4. The Infrastructure Development Fund supports the delivery of new homes across the State by providing funding to eligible proponents to assist with the cost of resolving water, wastewater and electricity network infrastructure constraints. As part of the 2026-27 Budget, the Infrastructure Development Fund is being increased by \$40 million, taking it from \$80 million to \$120 million, with \$20 million of this increase funded by the Commonwealth Government under the 100,000 Homes for First Home Buyers program.
5. The Housing Diversity Pipeline continues to support housing availability, including social housing, through the development and release of surplus government landholdings. As part of the 2026-27 Budget, the Government has committed \$8.5 million over the forward estimates period to convert eight existing temporary positions to ongoing, and to undertake remediation works to enable land divestment for new housing.
6. The Housing Pattern Book supports medium density development. The Government has allocated \$2 million over 2026-27 and 2027-28 for the Government Architect to develop the pattern book. This will provide a library of pre-designed, pre-vetted housing designs to facilitate streamlined planning approvals for housing delivery.
7. The Planning Online portal, a software platform for electronic lodgement, referral, assessment and recommendations for planning applications to be determined by the WAPC and Development Assessment Panels, continues to be implemented. Launched in March 2024, over 12,000 applications have been e-lodged on the platform, generating more than \$22 million in subdivision revenue and improving service delivery to 2,804 registered users through digital workflows, referrals and improved data analytics capability. The Government has provided an additional \$3 million over 2025-26 and 2026-27 to complete the project, including \$2.7 million in capital funding and \$301,000 in operating funding.

Protecting and Restoring Our Environment for the Future

- The Department is overseeing risk mitigation measures and site stability efforts to ensure the safety of the community following the Mira Mar landslide. The project has now advanced to the next stage, which includes comprehensive design of an integrated long-term remediation plan prioritising landslide stabilisation.

Delivering Quality Services and Infrastructure Around the State

- The State and Commonwealth Governments are contributing \$43 million towards Swan Active Ellenbrook, a \$145 million multi-purpose aquatic, recreation, sporting and community facility being constructed adjacent to the new METRONET station in Ellenbrook.
- The Department is providing the strategic leadership and expertise required for complex Indigenous Land Use Agreement negotiations and the ongoing management of native title matters. This will strengthen senior staffing capacity which will enable a more effective, sustainable and responsive approach to delivering on these priorities at a State-wide level.
- There has been a significant increase in demand for Aboriginal heritage management services since the introduction of the amended *Aboriginal Heritage Act 1972*, with heightened public awareness of landowner responsibilities and new provisions under the Act. The Department has a dedicated team which provides statutory and regulatory functions, administers capacity building for native title holders and provides other Aboriginal heritage services. The Government has provided \$11 million to convert 13 existing temporary positions to permanent, supporting the continued and consistent delivery of Aboriginal heritage management services.

Delivering Strong Financial and Economic Management - Diversifying Our Economy

- Expenditure on Fremantle Prison will increase by \$3.8 million over the forward estimates period. This funding supports operations of the award-winning tourist destination and essential conservation projects, maintenance and safety upgrades in line with the Fremantle Prison Master Plan 2019-29.

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 Goals	Desired Outcomes	Services
Ensuring Every Western Australian Has a Home.	An effective planning system that supports the development of communities in Western Australia.	1. Planning Services
Delivering Quality Infrastructure and Services Across Our State.	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	2024-25	2025-26	2025-26	2026-27	2027-28	2028-29	2029-30
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Year \$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
1. Planning Services	174,366	225,615	232,268	260,929	184,777	202,278	186,765
2. Land Administration Services	64,908	88,693	81,973	73,642	68,762	64,319	56,979
3. Historical Heritage Services.....	24,824	21,182	19,278	18,900	17,377	17,339	16,398
4. Aboriginal Heritage Management	27,254	38,868	30,779	34,530	30,386	29,316	28,445
Total Cost of Services	291,352	374,358	364,298	388,001	301,302	313,252	288,587

Outcomes and Key Effectiveness Indicators ^(a)

	2024-25	2025-26	2025-26	2026-27	Note
	Actual	Budget	Estimated Actual	Budget Target	
Outcome: An effective planning system that supports the development of communities in Western Australia:					
Percentage of Development Assessment Panel determinations issued within 22 days of Responsible Authority Report being submitted by Responsible Authority.....	84%	80%	88%	85%	1
Outcome: An effective system for the administration of Crown land and the Aboriginal Lands Trust estate:					
Percentage of land tenure change and interest documents validly lodged with the Western Australian Land Information Authority (Landgate).....	99%	99%	99%	99%	
Outcome: An effective system for the conservation of cultural heritage places in Western Australia for the benefit of present and future generations:					
Percentage of visitors to Fremantle Prison satisfied with services provided by the Department.....	97%	94%	96%	96%	
Percentage of <i>Aboriginal Heritage Act 1972</i> section 18 notices submitted to the Minister for Aboriginal Affairs within the statutory timeframe.....	98%	98%	100%	98%	

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

Explanation of Significant Movements

(Notes)

1. The variance between the 2025-26 Budget and the 2025-26 Estimated Actual is driven by enhanced operational efficiency and streamlined workflow processes.

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 'Ensuring every Western Australian has a home' 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;
- providing cost-appropriate infrastructure to service each lot;
- streamlining land supply and the attendant cost by making accurate, timely decisions on redevelopment and subdivision proposals;
- providing coordination and secretariat services to the Development Assessment Panels to ensure independent, consistent and timely determination of eligible development applications; and
- providing resources to enable the Western Australian Planning Commission to:
 - acquire and manage properties reserved under the Metropolitan Region Scheme for regional roads, controlled access highways, parks and recreational reserves, special uses and major land redevelopment projects; and
 - undertake special planning projects within the Perth metropolitan area.

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	174,366	225,615	232,268	260,929	1
Less Income	9,323	19,844	35,244	39,047	2
Net Cost of Service	165,043	205,771	197,024	221,882	
Employees (Full-Time Equivalents)	591	564	587	595	
Efficiency Indicator					
Average cost of managing Development Assessment Panel applications	\$12,599.75	\$14,804.50	\$13,628.97	\$14,187.73	

Explanation of Significant Movements

(Notes)

1. The increase from the 2024-25 Actual to the 2025-26 Estimated Actual reflects spending related to the Infrastructure Development Fund, Regional Housing Support Fund, Let's Grow program, CoastWA program, and the High Wycombe Community Hub and Swan Active Ellenbrook projects. The increase from the 2025-26 Estimated Actual to the 2026-27 Budget Target largely reflects spending relating to the ongoing progression of the High Wycombe Community Hub project and the Infrastructure Development Fund.
2. The increase from the 2024-25 Actual to the 2025-26 Estimated Actual and 2026-27 Budget Target reflects funding from the Commonwealth Government for the High Wycombe Community Hub and Swan Active Ellenbrook projects.

2. Land Administration Services

Land Administration Services contributes to the Government Goal of 'Delivering quality services and infrastructure around the State' 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 holders 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;
- 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.

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
Total Cost of Service.....	\$'000 64,908	\$'000 88,693	\$'000 81,973	\$'000 73,642	1
Less Income	6,411	4,605	4,772	4,441	
Net Cost of Service	58,497	84,088	77,201	69,201	
Employees (Full-Time Equivalents)	291	296	288	284	
Efficiency Indicator Average cost per hectare to administer Crown land and Aboriginal Lands Trust estate	\$0.24	\$0.33	\$0.31	\$0.27	2

Explanation of Significant Movements

(Notes)

1. The increase from the 2024-25 Actual to the 2025-26 Estimated Actual is mainly due to an increase in land administration activities (in response to demand), including the Remote Aboriginal Housing and Municipal Services project and the Yamatji Nation Indigenous Land Use Agreements.
2. The decrease from the 2025-26 Estimated Actual to the 2026-27 Budget Target reflects the completion of the Royalties for Regions-funded Remote Aboriginal Housing and Municipal Services in 2025-26.

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 and the management of Fremantle Prison. This service aims to:

- conserve and interpret applicable world, national, State and local heritage values of places under management, including Fremantle Prison;
- promote a sustainable future for the protection, activation and use of heritage places through an integrated planning and development framework;
- deliver visitor experiences and satisfaction at Fremantle Prison consistent with being one of Western Australia’s premier heritage sites; and
- promote the State’s heritage through media, publications, tourism and interpretation.

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	24,824	21,182	19,278	18,900	1
Less Income	5,283	5,486	5,481	5,769	
Net Cost of Service	19,541	15,696	13,797	13,131	
Employees (Full-Time Equivalents)	106	95	84	80	2
Efficiency Indicators					
Average cost of historical heritage services.....	\$6,942.22	\$4,787.54	\$5,861.40	\$7,026.44	3
Average cost per visitor to Fremantle Prison	\$81.08	\$66.33	\$56.88	\$51.69	4

Explanation of Significant Movements

(Notes)

1. The decrease from the 2024-25 Actual to the 2025-26 Estimated Actual and 2026-27 Budget Target is mainly due to one-off expenses in 2024-25 for Fremantle Prison, including repairs, event services, and asbestos removal and monitoring.
2. The decrease in FTEs from the 2024-25 Actual to the 2025-26 Estimated Actual and 2026-27 Budget Target reflects the conclusion of temporary resources to deliver projects and respond to service demands.
3. The average cost of historical heritage services is influenced by the volume of referrals and the cost of service delivery. The increase from the 2025-26 Estimated Actual to the 2026-27 Budget Target reflects lower than anticipated referral volumes in 2026-27, based on trends observed over the past six quarters together with higher costs associated with heritage services. This average cost excludes services costs for Fremantle Prison.
4. The lower average costs in the 2025-26 Estimated Actual and 2026-27 Budget Target compared to the 2024-25 Actual are mainly due to one-off expenses in 2024-25, including repairs, event services, and asbestos removal and monitoring, as well as increased visitors at Fremantle Prison.

4. Aboriginal Heritage Management

Contributing to the Government Goal of 'Delivering quality services and infrastructure around the State', the Department's Aboriginal Heritage Management services include:

- supporting the Aboriginal Cultural Heritage Committee;
- providing advice on matters relating to Aboriginal heritage;
- processing of statutory and regulatory approvals and administration of Aboriginal heritage sites register;
- administering Government priority programs including capacity building and heritage surveys;
- conducting site assessments, repatriations, site audits and advice; and
- supporting administration of the heritage components of Indigenous Land Use Agreements.

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	27,254	38,868	30,779	34,530	1
Less Income	930	2,096	2,120	1,227	2
Net Cost of Service	26,324	36,772	28,659	33,303	
Employees (Full-Time Equivalents)	85	100	76	78	
Efficiency Indicator					
Average cost of Aboriginal heritage management services	\$3,219.20	\$6,531.23	\$3,325.28	\$3,746.92	3

Explanation of Significant Movements

(Notes)

1. The increase from the 2024-25 Actual to the 2025-26 Estimated Actual is mainly due to the timing of milestone payments to native title parties under the Capacity Building Program, as well as lower expenditure in the early stages of the Aboriginal Heritage Survey Program. The reduction from the 2025-26 Budget to the 2025-26 Estimated Actual, and the subsequent increase from the 2025-26 Estimated Actual to the 2026-27 Budget Target, reflects the revised expenditure profile and forecast delivery schedule including for the Aboriginal Heritage Survey Program.
2. The increase from the 2024-25 Actual to the 2025-26 Budget reflects an expected higher number of applications driven by increased awareness of Aboriginal heritage and approval requirements under the *Aboriginal Heritage Act 1972*. The decrease from the 2025-26 Estimated Actual to the 2026-27 Budget Target aligns with actual application volumes and fees charged over recent years.
3. The decrease in the average cost from the 2025-26 Budget compared to the 2025-26 Estimated Actual and 2026-27 Budget Target is mainly due to a higher than anticipated number of requests for Aboriginal heritage advice in 2025-26.

Asset Investment Program

1. The Department's Asset Investment Program (AIP) totals \$14.6 million in 2025-26 and \$9.1 million in the 2026-27 Budget, with investment continuing to taper across the outyears.
2. The AIP supports priority investments that maintain critical assets and improve service delivery, including:
 - 2.1. ICT asset replacement, ensuring continued support for critical corporate systems and alignment with the Government's ICT strategy through a transition from owned infrastructure to cloud-based services, with a corresponding shift from capital investment to operating expenditure;
 - 2.2. the Planning Online Program, which provides a modern, end-to-end digital platform for the electronic lodgement, assessment and determination of planning applications, replacing obsolete systems and supporting timely land and housing supply; and
 - 2.3. conservation and restoration works at Fremantle Prison, supporting the ongoing protection and operation of this State-owned World Heritage-listed asset.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-26 \$'000	2025-26 Estimated Expenditure \$'000	2026-27 Budget Year \$'000	2027-28 Outyear \$'000	2028-29 Outyear \$'000	2029-30 Outyear \$'000
WORKS IN PROGRESS							
Accommodation Refurbishment and Sustainability							
Initiatives.....	8,337	6,291	766	849	399	399	399
Fremantle Prison Restoration.....	14,422	8,422	3,055	4,500	1,500	-	-
ICT Projects							
Asset Replacement - ICT	27,482	22,258	1,158	1,681	1,181	1,181	1,181
ICT Infrastructure	27,517	26,517	841	250	250	250	250
Planning Online Program	19,679	17,872	3,476	1,807	-	-	-
COMPLETED WORKS							
ICT Projects - ACHKnowledge Phase 2.....							
Other	8,400	8,400	1,484	-	-	-	-
Mandurah Seawall Remediation	968	968	910	-	-	-	-
Mira Mar.....	9,900	9,900	2,928	-	-	-	-
Total Cost of Asset Investment Program.....	116,705	100,628	14,618	9,087	3,330	1,830	1,830
FUNDED BY							
Capital Appropriation			5,959	3,330	3,330	1,830	1,830
Internal Funds and Balances.....			7,766	3,950	-	-	-
Major Treasurer's Special Purpose Account(s)							
Digital Capability Fund.....			893	1,807	-	-	-
Total Funding			14,618	9,087	3,330	1,830	1,830

Financial Statements

Income Statement

Expenses

1. The Total Cost of Services increase of \$72.9 million from the 2024-25 Actual to the 2025-26 Estimated Actual primarily reflects expenditure for projects and programs including the High Wycombe Community Hub, the Infrastructure Development Fund (IDF), the Regional Housing Support Fund (RHSF) and Swan Active Ellenbrook.
2. The increase of \$23.7 million in Total Cost of Services in the 2026-27 Budget Year compared to the 2025-26 Estimated Actual is driven by continued investment in major projects and initiatives to support the delivery of new homes, including the IDF and RHSF.
3. In the 2027-28 Outyear, the Total Cost of Services is forecast to decrease by \$86.7 million, reflecting the anticipated conclusion of several large, time-limited infrastructure and reform programs, including the High Wycombe Community Hub, Remote Aboriginal Housing and Municipal Services project and Swan Active Ellenbrook by 2026-27.

Income

4. Total income varies across the period, reflecting changes in own-source revenue and funding received from non-Government sources. Movements between years are largely attributable to the timing of grant income, regulatory fees and fines, and recoveries associated with project activity. Income peaks in years where project related grant funding is higher, and declines in the outyears as time-limited funding arrangements conclude.

Statement of Financial Position

5. The \$44 million increase in cash assets from the 2025-26 Budget to the 2025-26 Estimated Actual is primarily due to timing adjustments, including the carryover of approved funding from 2024-25 into 2025-26. These adjustments defer cash expenditure to later years where project delivery timelines have shifted, particularly for ICT projects and major capital works. Cash assets are progressively drawn down from the 2026-27 Budget Year and over the forward estimates period to support delivery of committed programs and capital works.
6. The \$8.5 million increase in total liabilities from the 2025-26 Budget to the 2025-26 Estimated Actual is mainly due to higher trade payable and accrued general expenditure.

Statement of Cashflows

7. The \$12.7 million decrease in net cash provided by Government from the 2025-26 Budget to the 2025-26 Estimated Actual is mainly due to recashflow of expenditure for the High Wycombe Community Hub and Swan Active Ellenbrook. In 2027-28, the net cash provided by Government decreases by \$76.7 million, reflecting the anticipated conclusion of several large, time-limited infrastructure and reform programs, including the High Wycombe Community Hub and Swan Active Ellenbrook by 2026-27.
8. The \$19.4 million decrease in net cash from operating activities from the 2025-26 Estimated Actual to 2026-27 Budget Year is mainly due to the grants and subsidies payment for the High Wycombe Community Hub, the IDF and RHSF.

INCOME STATEMENT (a)
(Controlled)

	2024-25	2025-26	2025-26	2026-27	2027-28	2028-29	2029-30
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
COST OF SERVICES							
Expenses							
Employee benefits (b).....	145,208	141,913	154,356	156,667	153,698	150,462	148,035
Grants and subsidies (c).....	37,711	99,310	85,566	134,047	65,886	80,224	67,146
Supplies and services.....	68,528	92,751	85,291	63,681	50,585	50,782	48,777
Accommodation.....	9,323	10,537	10,529	10,527	10,530	10,530	10,541
Depreciation and amortisation.....	5,774	10,577	10,627	12,064	12,069	12,070	4,152
Finance and interest costs.....	90	76	97	91	81	88	87
Other expenses.....	24,718	19,194	17,832	10,924	8,453	9,096	9,849
TOTAL COST OF SERVICES	291,352	374,358	364,298	388,001	301,302	313,252	288,587
Income							
Sale of goods and services.....	4,559	4,760	4,760	5,047	5,185	5,325	5,469
Regulatory fees and fines.....	4,677	5,112	5,112	3,932	8,291	8,265	8,265
Grants and subsidies.....	678	17,756	33,256	37,006	19,506	13,256	756
Other revenue.....	12,033	4,403	4,489	4,499	4,510	4,520	4,529
Total Income	21,947	32,031	47,617	50,484	37,492	31,366	19,019
NET COST OF SERVICES	269,405	342,327	316,681	337,517	263,810	281,886	269,568
INCOME FROM GOVERNMENT							
Service appropriations.....	219,549	237,596	226,649	225,278	160,361	200,676	196,197
Resources received free of charge.....	9,569	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.....	6,809	13,322	13,546	5,827	5,827	5,827	5,827
Other appropriations.....	-	-	-	9,550	-	-	-
Other revenues.....	54,732	68,398	65,571	57,705	58,385	58,443	52,604
TOTAL INCOME FROM GOVERNMENT	290,659	330,561	317,011	309,605	235,818	276,191	265,873
SURPLUS/(DEFICIENCY) FOR THE PERIOD	21,254	(11,766)	330	(27,912)	(27,992)	(5,695)	(3,695)

- (a) Full audited financial statements are published in the Department's Annual Report.
- (b) The full-time equivalents for 2024-25 Actual, 2025-26 Estimated Actual and 2026-27 Budget Year are 1,073, 1,035 and 1,037 respectively.
- (c) Refer to the Details of Controlled Grants and Subsidies table below for further information.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2024-25	2025-26	2025-26	2026-27	2027-28	2028-29	2029-30
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
Aboriginal Heritage Grants	1,541	1,250	1,250	1,250	1,250	1,250	1,250
Aboriginal Lands Trust Estate Divestment Program	2,348	2,448	1,891	2,123	1,989	-	-
Aboriginal Lands Trust Estate Management	2,064	2,064	2,064	2,064	2,064	2,064	2,064
Bushfire Risk Management Planning.....	4,000	3,750	3,750	3,750	3,750	3,750	3,750
Coastal Erosion Hotspots (CoastWA)	-	1,605	1,605	2,854	2,868	2,883	-
Coastal Zone Management	2,449	706	706	706	706	706	706
Cossack Townsite	71	120	120	120	120	120	120
Fire Risk Management Contribution	-	500	500	500	500	500	500
High Wycombe Community Hub.....	2,400	27,000	15,000	52,150	-	-	-
Housing Diversity Pipeline Business Cases.....	2,325	-	1,020	-	-	-	-
Infrastructure Development Fund	6,801	31,000	12,000	20,000	20,000	30,000	26,321
Let's Grow Program	409	2,500	2,500	2,500	2,500	2,500	-
Local Government Heritage Consultancy Grants	120	120	120	120	120	120	120
Management of Araluen Botanic Park	1,050	1,050	1,050	1,050	1,050	1,050	1,050
Native Title Capacity Building Program	9,353	11,820	13,860	13,860	10,481	9,301	11,341
Other ^(a)	798	1,000	1,000	1,000	988	980	1,174
Regional Housing Support Fund	-	6,250	6,250	12,500	12,500	25,000	18,750
Remote Aboriginal Housing and Municipal Services Funding	482	1,092	1,510	-	-	-	-
Small Scale Election Commitments.....	-	35	35	-	-	-	-
Swan Active Ellenbrook	1,500	5,000	19,000	17,500	5,000	-	-
Westport - Grant to Transport and Major Infrastructure	-	-	335	-	-	-	-
TOTAL	37,711	99,310	85,566	134,047	65,886	80,224	67,146

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

**STATEMENT OF FINANCIAL POSITION (a)
(Controlled)**

	2024-25	2025-26	2025-26	2026-27	2027-28	2028-29	2029-30
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
CURRENT ASSETS							
Cash assets	73,476	26,614	70,581	40,496	13,118	8,037	4,956
Restricted cash	1,166	657	748	748	748	748	748
Receivables	8,609	7,160	8,609	8,609	8,609	8,609	8,609
Other.....	4,276	4,961	4,276	4,276	4,276	4,276	4,276
Total current assets	87,527	39,392	84,214	54,129	26,751	21,670	18,589
NON-CURRENT ASSETS							
Holding Account receivables	66,603	77,660	77,710	90,254	102,803	115,353	119,985
Property, plant and equipment.....	295,782	320,032	300,787	308,704	301,807	292,678	291,577
Receivables	3,770	3,166	3,770	3,770	3,770	3,770	3,770
Intangibles	22,915	15,261	22,450	12,041	10,665	10,184	9,703
Total non-current assets	389,070	416,119	404,717	414,769	419,045	421,985	425,035
TOTAL ASSETS	476,597	455,511	488,931	468,898	445,796	443,655	443,624
CURRENT LIABILITIES							
Employee provisions	31,943	34,791	33,026	34,109	35,192	36,275	37,358
Payables.....	17,153	828	17,153	17,153	17,153	17,153	17,153
Borrowings and leases.....	409	452	516	495	536	459	532
Other.....	3,793	10,340	3,804	3,815	3,825	3,837	3,848
Total current liabilities	53,298	46,411	54,499	55,572	56,706	57,724	58,891
NON-CURRENT LIABILITIES							
Employee provisions	3,737	3,597	3,737	3,737	3,737	3,737	3,737
Borrowings and leases	937	591	802	713	526	620	672
Other.....	54	-	54	54	54	54	54
Total non-current liabilities	4,728	4,188	4,593	4,504	4,317	4,411	4,463
TOTAL LIABILITIES.....	58,026	50,599	59,092	60,076	61,023	62,135	63,354
EQUITY							
Contributed equity	307,500	318,103	318,439	325,333	329,275	331,717	334,162
Accumulated surplus/(deficit).....	(40,513)	(62,655)	(40,183)	(68,095)	(96,087)	(101,782)	(105,477)
Reserves.....	151,584	149,464	151,583	151,584	151,585	151,585	151,585
Total equity	418,571	404,912	429,839	408,822	384,773	381,520	380,270
TOTAL LIABILITIES AND EQUITY	476,597	455,511	488,931	468,898	445,796	443,655	443,624

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

STATEMENT OF CASHFLOWS (a)
(Controlled)

	2024-25	2025-26	2025-26	2026-27	2027-28	2028-29	2029-30
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
CASHFLOWS FROM GOVERNMENT							
Service appropriations.....	210,539	226,539	215,542	212,734	147,812	188,126	191,565
Capital appropriation	8,344	6,494	6,537	3,924	3,942	2,442	2,445
Major Treasurer's Special Purpose Account(s)							
Climate Action Fund	1,627	998	998	832	-	-	-
Digital Capability Fund.....	1,254	331	1,224	2,138	-	-	-
Royalties for Regions Fund							
Regional Community Services Fund.....	6,809	13,322	13,546	5,827	5,827	5,827	5,827
Social Housing Investment Fund.....	7,166	2,180	2,180	-	-	-	-
Other.....	58,101	68,398	65,571	57,705	58,385	58,443	52,604
Administered appropriations	-	-	-	9,550	-	-	-
Net cash provided by Government	293,840	318,262	305,598	292,710	215,966	254,838	252,441
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(141,928)	(140,885)	(153,328)	(155,538)	(152,567)	(149,328)	(147,007)
Grants and subsidies.....	(33,722)	(99,310)	(85,566)	(134,047)	(65,886)	(80,224)	(67,146)
Supplies and services	(50,601)	(82,086)	(74,626)	(53,016)	(39,920)	(40,117)	(38,112)
Accommodation	(8,656)	(9,940)	(9,932)	(9,930)	(9,933)	(9,933)	(9,944)
GST payments	(10,753)	(6,240)	(6,240)	(6,240)	(6,240)	(6,240)	(6,240)
Finance and interest costs.....	(90)	(76)	(97)	(91)	(81)	(88)	(87)
Other payments.....	(24,635)	(19,146)	(17,784)	(10,977)	(8,508)	(9,154)	(9,801)
Receipts (b)							
Regulatory fees and fines.....	4,591	5,112	5,112	3,932	8,291	8,265	8,265
Grants and subsidies.....	678	17,756	33,256	37,006	19,506	13,256	756
Sale of goods and services.....	4,557	5,613	5,613	5,900	6,038	6,178	6,322
GST receipts	10,753	6,233	6,233	6,233	6,233	6,233	6,233
Other receipts	3,796	3,558	3,644	3,654	3,665	3,675	3,684
Net cash from operating activities	(246,010)	(319,411)	(293,715)	(313,114)	(239,402)	(257,477)	(253,077)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(14,299)	(10,888)	(14,618)	(9,087)	(3,330)	(1,830)	(1,830)
Net cash from investing activities.....	(14,299)	(10,888)	(14,618)	(9,087)	(3,330)	(1,830)	(1,830)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases.....	(783)	(535)	(578)	(594)	(612)	(612)	(615)
Other payments.....	(604)	-	-	-	-	-	-
Net cash from financing activities.....	(1,387)	(535)	(578)	(594)	(612)	(612)	(615)
NET INCREASE/(DECREASE) IN CASH HELD	32,144	(12,572)	(3,313)	(30,085)	(27,378)	(5,081)	(3,081)
Cash assets at the beginning of the reporting period	42,498	39,843	74,642	71,329	41,244	13,866	8,785
Cash assets at the end of the reporting period	74,642	27,271	71,329	41,244	13,866	8,785	5,704

(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 (a)

	2024-25	2025-26	2025-26	2026-27	2027-28	2028-29	2029-30
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
Regulatory Fees and Fines							
Aboriginal Heritage Act Fees	1,583	2,015	2,017	1,123	2,056	2,056	2,056
Development Assessment Panel Fees	684	1,935	1,914	1,914	1,914	1,914	1,914
Regulatory Fees and Fines.....	2,324	1,162	1,181	895	4,321	4,295	4,295
Grants and Subsidies							
Grants and Subsidies	775	25,156	35,727	37,006	19,506	13,256	756
Sale of Goods and Services							
Sale of Goods and Services	4,557	5,913	5,913	6,200	6,338	6,478	6,622
Service Delivery Agreement							
Receipts from Service Delivery Agreement...	51,344	55,698	57,800	57,405	58,085	58,143	52,304
GST Receipts							
GST Receipts.....	10,753	6,233	6,233	6,233	6,233	6,233	6,233
Other Receipts							
Other Receipts	7,369	326	412	422	433	443	452
Pastoral Leases	3,087	3,232	3,232	3,232	3,232	3,232	3,232
TOTAL	82,476	101,670	114,429	114,430	102,118	96,050	77,864

(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

	2024-25	2025-26	2025-26	2026-27	2027-28	2028-29	2029-30
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
INCOME							
Other							
Appropriation	4,144	-	-	-	-	-	-
Net Assets Transferred In (a)	263,004	-	-	26,850	-	-	-
Other Revenue	5,154	1,569	1,569	1,569	1,569	1,569	1,569
Rent Revenue	30,462	18,609	18,609	18,609	18,609	18,609	18,609
Revaluation Increment.....	221,738	-	-	-	-	-	-
Sale of Land	11,483	15,000	15,000	15,000	15,000	15,000	15,000
TOTAL ADMINISTERED INCOME	535,985	35,178	35,178	62,028	35,178	35,178	35,178
EXPENSES							
Other							
Cost of Land Sold	23,684	-	-	-	-	-	-
Depreciation	3,228	1,567	1,567	1,567	1,567	1,567	1,567
Employee Expenses	344	1,078	1,078	1,087	1,087	1,087	1,087
Net Assets Transferred Out	232,365	-	-	-	-	-	-
Other Expenses	5,172	2,676	2,676	2,667	2,667	2,667	2,667
Payments to Consolidated Account.....	48,419	31,737	31,737	31,737	31,737	31,737	31,737
TOTAL ADMINISTERED EXPENSES	313,212	37,058	37,058	37,058	37,058	37,058	37,058

(a) Transfer of land from Public Education Endowment Trust in 2026-27.

Agency Special Purpose Account Details

DBNGP CORRIDOR TRUST ACCOUNT

Account Purpose: The Dampier to Bunbury Natural Gas Pipeline (DBNGP) Corridor Trust Account established by the *Dampier to Bunbury Pipeline Act 1997* provides funds including for the widening of the original corridor through the purchase of land and easement over land.

	2024-25 Actual \$'000	2025-26 Budget \$'000	2025-26 Estimated Actual \$'000	2026-27 Budget Year \$'000
Opening Balance	28,243	26,045	26,994	24,796
Receipts: Appropriations.....	302	1,556	1,556	1,556
	28,545	27,601	28,550	26,352
Payments	1,551	3,754	3,754	3,754
CLOSING BALANCE	26,994	23,847	24,796	22,598

Division 45 **Western Australian Planning Commission**

Part 11 **Planning and Land Use**

Appropriations, Expenses and Cash Assets

	2024-25	2025-26	2025-26	2026-27	2027-28	2028-29	2029-30
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
DELIVERY OF SERVICES							
Item 98 Net amount appropriated to deliver services	10,222	10,632	10,632	11,990	12,074	12,164	6,325
Amount Authorised by Other Statutes - Metropolitan Region Improvement Tax Act 1959							
	101,498	110,993	111,028	159,175	166,974	177,995	189,742
Total appropriations provided to deliver services.....	111,720	121,625	121,660	171,165	179,048	190,159	196,067
CAPITAL							
Item 166 Capital Appropriation.....	5,400	5,400	5,400	5,400	5,400	5,400	5,400
TOTAL APPROPRIATIONS	117,120	127,025	127,060	176,565	184,448	195,559	201,467
EXPENSES							
Total Cost of Services	65,147	72,697	76,799	68,204	68,884	69,000	63,161
Net Cost of Services ^(a)	3,428	44,674	48,776	39,421	39,270	39,114	33,275
CASH ASSETS ^{(b)(c)}	537,046	567,236	588,902	724,684	858,411	1,001,405	1,156,146

(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.

(c) Increase in Cash Assets across 2026-27 Budget and the outyears is mainly due to the Metropolitan Region Improvement Tax forecast by Treasury and Finance.

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 2025-26 Budget to Parliament on 19 June 2025, are outlined below:

	2025-26	2026-27	2027-28	2028-29	2029-30
	Estimated	Budget	Outyear	Outyear	Outyear
	Actual	Year	\$'000	\$'000	\$'000
	\$'000	\$'000			
2026-27 Tariffs, Fees and Charges ^(a)	-	(567)	-	-	-
CoastWA Program Continuation ^(a)	-	3,340	3,366	3,398	-
Transport Route Planning Program (Other Regional Roads) ^(a)	500	-	-	-	-

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

Significant Initiatives

Election Commitment

1. The Government's Urban Greening Strategy is a whole-of-government approach to boost tree canopy, vegetation and green spaces across the Perth and Peel regions. The Strategy was prepared by the Commission, with support from the Planning, Lands and Heritage. The Strategy is supported by the Let's Grow Action Plan 2026-2030 and a \$10 million grants program delivered by Planning, Lands and Heritage (\$2.5 million available per annum over four years).

Ensuring Every Western Australian Has a Home

2. The Commission has a key role in ensuring sufficient land and housing supply, through its role in administering, assessing, advising on and monitoring planning schemes, structure plans, subdivisions and State significant development. It continues to support the development and implementation of key planning instruments for priority precincts and growth areas, ensuring that development and infrastructure provision is planned effectively and in a coordinated way. This includes the progression of (or amendments to) district structure plans for Albany North, Carabooda, Jandakot-Treeby and North East Baldivis.

Protecting and Restoring Our Environment for the Future

3. The Commission continues to support the CoastWA program, the Government's coordinated approach to plan, manage and protect Western Australia's coast from the impacts of coastal hazards. A key component of CoastWA is the annual grants program, administered by Planning, Lands and Heritage, on behalf of the Commission and Transport and Major Infrastructure. The grants are available for coastal land managers to undertake coastal planning, management and hazard mitigation along the Western Australian coastline. An additional \$10.1 million will be spent by the Commission over 2026-27 to 2028-29 to extend the CoastWA program for a further three years.

Delivering Quality Services and Infrastructure Around the State

4. The Commission continues to maintain its strategic land acquisition program to facilitate major infrastructure developments, including road projects, school sites and regional open space, preserving land essential for future planning needs and to continue the Bush Forever bushland protection policy. It is responsible for acquiring land for public purposes, on behalf of the State, as part of its ongoing commitment to strategic land management.

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
Delivering Quality Infrastructure and Services Across Our State.	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"> 1. Statutory Planning 2. Strategic Planning and Policy Development 3. Strategic Reservation and Acquisition of Land

Service Summary

Expense	2024-25	2025-26	2025-26	2026-27	2027-28	2028-29	2029-30
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Year \$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
1. Statutory Planning	20,194	19,031	19,031	19,557	20,148	20,174	20,174
2. Strategic Planning and Policy Development...	10,488	12,233	14,335	13,354	13,380	13,412	7,514
3. Strategic Reservation and Acquisition of Land.....	34,465	41,433	43,433	35,293	35,356	35,414	35,473
Total Cost of Services	65,147	72,697	76,799	68,204	68,884	69,000	63,161

Outcomes and Key Effectiveness Indicators ^(a)

	2024-25	2025-26	2025-26	2026-27	Note
	Actual	Budget	Estimated Actual	Budget Target	
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:					
Proportion of schemes gazetted or reviewed within the last 10 years or under review	87%	82%	88%	82%	1
Proportion of policy and strategic planning documents that have been written or revised within the last 10 years, or under review.....	86%	82%	80%	82%	
Proportion of acquisitions consistent with Strategic Asset Plan	100%	100%	100%	100%	

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

Explanation of Significant Movements

(Notes)

- The higher 2025-26 Estimated Actual, relative to the 2025-26 Budget, reflects comprehensive monitoring of the currency of local planning frameworks, increased engagement with local governments, and additional scheme reviews expected to commence before the end of 2025-26. The 2026-27 Budget Target is lower than the 2025-26 Estimated Actual as a number of complex schemes will reach the 10-year mark in 2026-27, requiring more extensive health checks, reducing the number of schemes that the Commission will have capacity to review.

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.

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
Total Cost of Service.....	\$'000 20,194	\$'000 19,031	\$'000 19,031	\$'000 19,557	
Less Income ^(a)	23,503	15,401	15,401	15,927	
Net Cost of Service	(3,309)	3,630	3,630	3,630	
Efficiency Indicators					
Average cost per statutory planning application (including planning instruments submitted for approval, and appeals)	\$5,649	\$5,641	\$6,514	\$6,974	1

(a) The Commission's 2024-25 Annual Report classified interest revenue as income (rather than income from Government), with a total of \$23.7 million of interest earned on bank deposits in 2024-25 (with this income apportioned across the Commission's three services). Income impacts the Net Cost of Service. The 2025-26 Budget, the 2025-26 Estimated Actual and the 2026-27 Budget Target classifies interest revenue as income from Government (rather than income). Income from Government does not impact the Net Cost of Service.

Explanation of Significant Movements

(Notes)

- The increase in the 2025-26 Estimated Actual unit cost compared to the 2025-26 Budget reflects a revised allocation of costs across Statutory Planning projects, including Planning Reform and the Significant Development Pathway, resulting in a higher cost attributed per unit. The increase in the 2026-27 Budget Target compared to the 2025-26 Estimated Actual is mainly driven by higher application processing costs arising from increased application complexity, as well as increasing efforts to make planning instruments more contemporary.

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.

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
Total Cost of Service.....	\$'000 10,488	\$'000 12,233	\$'000 14,335	\$'000 13,354	1
Less Income ^(a)	3,816	nil	nil	nil	
Net Cost of Service	6,672	12,233	14,335	13,354	
Efficiency Indicators					
Cost per capita to deliver strategic State planning services.....	\$11.65	\$15.23	\$14.16	\$8.06	2

(a) The Commission's 2024-25 Annual Report classified interest revenue as income (rather than income from Government), with a total of \$23.7 million of interest earned on bank deposits in 2024-25 (with this income apportioned across the Commission's three services). Income impacts the Net Cost of Service. The 2025-26 Budget, the 2025-26 Estimated Actual and the 2026-27 Budget Target classifies interest revenue as income from Government (rather than income). Income from Government does not impact the Net Cost of Service.

Explanation of Significant Movements

(Notes)

1. The increase in the 2025-26 Estimated Actual compared with the 2024-25 Actual is largely attributable to costs associated with delivering the Let's Grow program and the Transport Route Planning Program (Other Regional Roads). The increase in the 2025-26 Estimates Actual against the 2025-26 Budget reflects Transport Route Planning Program (Other Regional Roads) costs that were deferred from 2024-25 to 2025-26.
2. The decrease from the 2025-26 Estimated Actual to 2026-27 Budget Target is due to the completion of planning projects in 2025-26.

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.

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	34,465	41,433	43,433	35,293	1
Less Income ^(a)	34,400	12,622	12,622	12,856	2
Net Cost of Service.....	65	28,811	30,811	22,437	
Efficiency Indicators					
Acquisition of region scheme reserve land (hectares).....	65	20	90	50	3

(a) The Commission's 2024-25 Annual Report classified interest revenue as income (rather than income from Government), with a total of \$23.7 million of interest earned on bank deposits in 2024-25 (with this income apportioned across the Commission's three services). Income impacts the Net Cost of Service. The 2025-26 Budget, the 2025-26 Estimated Actual and the 2026-27 Budget Target classifies interest revenue as income from Government (rather than income). Income from Government does not impact the Net Cost of Service.

Explanation of Significant Movements

(Notes)

1. The increase from the 2024-25 Actual to the 2025-26 Estimated Actual is mainly due to higher compensation payments related to land acquisitions. The decrease from the 2025-26 Estimated Actual to 2026-27 Budget Target reflects expected compensation payments related to land acquisitions.
2. The 2024-25 Actual is higher than the 2025-26 Estimated Actual which is mainly due to net gain on disposal of higher value non-current assets.
3. The 2025-26 Estimated Actual is higher than the 2025-26 Budget mainly due to significant acquisitions of land for primary regional roads and regional open space. This variation is expected as the actual number of hectares of land acquired each year depends on the size, characteristics, reservation purpose and the value of properties purchased, as well as the circumstances leading to a settlement. The 2026-27 Budget Target is based on the Commission's Strategic Asset Plan, which outlines the intended acquisition of reserved land for the year.

Asset Investment Program

1. The Commission's Asset Investment Program totals \$47.3 million in 2026-27 and includes the acquisition of land reserved under the Metropolitan, Peel and Greater Bunbury Region Schemes.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-26 \$'000	2025-26 Estimated Expenditure \$'000	2026-27 Budget Year \$'000	2027-28 Outyear \$'000	2028-29 Outyear \$'000	2029-30 Outyear \$'000
WORKS IN PROGRESS							
Buildings/Infrastructure	26,718	21,518	2,907	1,300	1,300	1,300	1,300
Other Minor Equipment	4,027	3,423	151	151	151	151	151
COMPLETED WORKS							
Acquisition of Land - 2025-26 Program	54,720	54,720	54,720	-	-	-	-
Regional Land Acquisitions - 2025-26 Program	14,100	14,100	14,100	-	-	-	-
NEW WORKS							
Acquisition of Land							
2026-27 Program	40,400	-	-	40,400	-	-	-
2027-28 Program	40,400	-	-	-	40,400	-	-
2028-29 Program	40,400	-	-	-	-	40,400	-
2029-30 Program	40,400	-	-	-	-	-	40,400
Regional Land Acquisitions							
2026-27 Program	5,400	-	-	5,400	-	-	-
2027-28 Program	5,400	-	-	-	5,400	-	-
2028-29 Program	7,400	-	-	-	-	7,400	-
2029-30 Program	7,400	-	-	-	-	-	7,400
Total Cost of Asset Investment Program.....	286,765	93,761	71,878	47,251	47,251	49,251	49,251
FUNDED BY							
Asset Sales.....			20,250	5,000	5,000	5,000	5,000
Capital Appropriation			5,400	5,400	5,400	5,400	5,400
Internal Funds and Balances.....			46,228	36,851	36,851	38,851	38,851
Total Funding.....			71,878	47,251	47,251	49,251	49,251

Financial Statements

Income Statement

Expenses

- The Commission and its committees operate with the support of Planning, Lands and Heritage, which provides professional and technical expertise, administrative services and corporate resources to the Commission, and undertakes many of its functions on its behalf. These services are outlined in a Service Delivery Agreement between the two parties. In the Commission's 2024-25 Annual Report the cost associated with the Service Delivery Agreement is reported as various expenses categories. From the 2025-26 Budget onwards, the costs associated with the Service Delivery Agreement are reflected as other expense.
- The \$11.7 million increase in Total Cost of Services from the 2024-25 Actual to the 2025-26 Estimated Actual is mainly due to higher compensation payments related to land acquisitions (as a result of settlement timing and market-driven compensation activity rather than changes to underlying policy settings) and the Let's Grow program. The \$8.6 million decrease from the 2025-26 Estimated Actual to 2026-27 Budget Year is mainly due to relatively lower compensation payments related to land acquisitions, consistent with expected settlement timing and demand variability.

Income

- Total income in the 2024-25 Actual is \$33.7 million higher than the 2025-26 Estimated Actual mainly due to net gain on disposal of higher value non-current assets and interest revenue in 2024-25.
- Total income from Government for the 2026-27 Budget Year is higher than the 2025-26 Estimated Actual by \$52.5 million mainly due to higher Metropolitan Region Improvement Tax revenue.

Statement of Financial Position

5. The lower total current assets in the 2025-26 Estimated Actual as compared to the 2025-26 Budget is mainly due to transfer of completed transport infrastructure, partially offset by higher balance in the Metropolitan Region Improvement Fund (MRIF). The higher total current assets in the 2026-27 Budget compared to the 2025-26 Estimated Actual is mainly due to higher MRIF balances.
6. The increase in property, plant and equipment from the 2025-26 Budget to the 2025-26 Estimated Actual and over the outyears is mainly due to land acquisitions to support key Government priorities and the revaluation of the land assets.
7. The lower total current liabilities in the 2025-26 Estimated Actual as compared to the 2025-26 Budget is mainly due to higher unsettled land and building sales.

Statement of Cashflows

8. The increase in net cash provided by Government of \$65.2 million from the 2025-26 Estimated Actual to the 2026-27 Budget Year is mainly due to proposed proceeds from a government agency for a one-off sale of property in 2026-27 and higher forecast of Metropolitan Region Improvement Tax.
9. The decrease in net cash from operating activities of \$33 million from the 2024-25 Actual to the 2025-26 Estimated Actual is mainly due to the funding for the Let's Grow program. Higher compensation payments related to land acquisitions and market-driven activity, rather than changes to underlying policy settings, also contributed to the decrease. The increase of \$9.4 million from the 2025-26 Estimated Actual to the 2026-27 Budget Year is mainly due to relatively lower compensation payments related to land acquisitions.
10. The increase in net cash from investing activities of \$8.3 million from the 2024-25 Actual to 2025-26 Estimated Actual is mainly due to additional proceeds from a property sale expected in 2025-26. The decrease of \$23.6 million from 2025-26 Budget to 2025-26 Estimated Actual is mainly due to higher land acquisition payments. The increase of \$9.4 million from 2025-26 Estimated Actual to 2026-27 Budget Year is mainly due to a decrease in proceeds (relative to 2025-26), partially offset by lower land acquisition payments.

INCOME STATEMENT (a)
(Controlled)

	2024-25	2025-26	2025-26	2026-27	2027-28	2028-29	2029-30
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
COST OF SERVICES							
Expenses							
Grants and subsidies (b)	6,498	300	300	300	300	300	300
Supplies and services	39,594	563	563	563	563	563	563
Depreciation and amortisation	5,857	4,600	6,600	6,600	6,600	6,600	6,600
Other expenses	13,198	67,234	69,336	60,741	61,421	61,537	55,698
TOTAL COST OF SERVICES	65,147	72,697	76,799	68,204	68,884	69,000	63,161
Income							
Regulatory fees and fines	16,155	15,401	15,401	15,927	16,518	16,544	16,544
Other revenue (c)	45,564	12,622	12,622	12,856	13,096	13,342	13,342
Total Income	61,719	28,023	28,023	28,783	29,614	29,886	29,886
NET COST OF SERVICES	3,428	44,674	48,776	39,421	39,270	39,114	33,275
INCOME FROM GOVERNMENT							
Service appropriations	111,720	121,625	121,660	171,165	179,048	190,159	196,067
Resources received free of charge	86	450	450	450	450	450	450
Other revenues (c)	-	21,000	21,000	24,000	26,600	26,600	26,600
TOTAL INCOME FROM GOVERNMENT	111,806	143,075	143,110	195,615	206,098	217,209	223,117
SURPLUS/(DEFICIENCY) FOR THE PERIOD	108,378	98,401	94,334	156,194	166,828	178,095	189,842

(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.

(c) Interest revenue is reported as income in the Commission's 2024-25 Annual Report. From the 2025-26 Budget onwards, it is reflected as Income from Government.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2024-25	2025-26	2025-26	2026-27	2027-28	2028-29	2029-30
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
Coastal Zone Management (a)	2,449	-	-	-	-	-	-
Let's Grow Program (a)	409	-	-	-	-	-	-
Management of Araluen Botanic Park (a)	1,050	-	-	-	-	-	-
Other (a)	533	-	-	-	-	-	-
Planning Reform and State Design Review Panel	1,757	-	-	-	-	-	-
Strategic Transport Evaluation Model	300	300	300	300	300	300	300
TOTAL	6,498	300	300	300	300	300	300

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

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2024-25	2025-26	2025-26	2026-27	2027-28	2028-29	2029-30
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
CURRENT ASSETS							
Cash assets	15,302	14,056	15,302	15,302	15,302	15,302	15,302
Restricted cash	521,744	553,180	573,600	709,382	843,109	986,103	1,140,844
Receivables	13,444	9,249	13,414	13,384	13,354	13,324	13,294
Other.....	35,261	110,933	35,261	35,261	35,261	35,261	35,261
Assets held for sale.....	553	812	553	553	553	553	553
Total current assets	586,304	688,230	638,130	773,882	907,579	1,050,543	1,205,254
NON-CURRENT ASSETS							
Holding Account receivables	8,159	8,539	8,539	8,919	9,299	9,679	10,059
Property, plant and equipment.....	1,219,062	1,074,754	1,266,940	1,292,752	1,331,253	1,371,754	1,412,255
Intangibles	37,016	36,130	36,666	36,316	35,966	35,616	35,266
Total non-current assets	1,264,237	1,119,423	1,312,145	1,337,987	1,376,518	1,417,049	1,457,580
TOTAL ASSETS	1,850,541	1,807,653	1,950,275	2,111,869	2,284,097	2,467,592	2,662,834
CURRENT LIABILITIES							
Payables.....	6,461	1,976	6,461	6,461	6,461	6,461	6,461
Other.....	7,553	18,094	7,553	7,553	7,553	7,553	7,553
Total current liabilities	14,014	20,070	14,014	14,014	14,014	14,014	14,014
EQUITY							
Contributed equity	-	19,744	5,400	10,800	16,200	21,600	27,000
Accumulated surplus/(deficit).....	1,510,955	1,693,972	1,605,289	1,761,483	1,928,311	2,106,406	2,296,248
Reserves.....	325,572	73,867	325,572	325,572	325,572	325,572	325,572
Total equity	1,836,527	1,787,583	1,936,261	2,097,855	2,270,083	2,453,578	2,648,820
TOTAL LIABILITIES AND EQUITY	1,850,541	1,807,653	1,950,275	2,111,869	2,284,097	2,467,592	2,662,834

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

STATEMENT OF CASHFLOWS (a)
(Controlled)

	2024-25	2025-26	2025-26	2026-27	2027-28	2028-29	2029-30
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
CASHFLOWS FROM GOVERNMENT							
Service appropriations.....	111,340	121,245	121,280	170,785	178,668	189,779	195,687
Capital appropriation	5,400	5,400	5,400	5,400	5,400	5,400	5,400
Other ^(b)	-	21,000	21,000	36,689	26,600	26,600	26,600
Net cash provided by Government	116,740	147,645	147,680	212,874	210,668	221,779	227,687
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Grants and subsidies.....	(6,137)	(300)	(300)	(300)	(300)	(300)	(300)
Supplies and services	(37,727)	(113)	(113)	(113)	(113)	(113)	(113)
GST payments	(8,533)	(3,330)	(3,330)	(3,330)	(3,330)	(3,330)	(3,330)
Other payments.....	(14,778)	(67,204)	(69,306)	(60,711)	(61,391)	(61,507)	(55,668)
Receipts							
Regulatory fees and fines.....	16,230	15,401	15,401	15,927	16,518	16,544	16,544
GST receipts	5,998	3,330	3,330	3,330	3,330	3,330	3,330
Other receipts ^(b)	33,789	10,122	10,122	10,356	10,596	10,842	10,842
Net cash from operating activities	(11,158)	(42,094)	(44,196)	(34,841)	(34,690)	(34,534)	(28,695)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(68,322)	(48,251)	(71,878)	(47,251)	(47,251)	(49,251)	(49,251)
Proceeds from sale of non-current assets.....	8,378	20,250	20,250	5,000	5,000	5,000	5,000
Net cash from investing activities.....	(59,944)	(28,001)	(51,628)	(42,251)	(42,251)	(44,251)	(44,251)
Cash assets at the beginning of the reporting period	491,408	489,686	537,046	588,902	724,684	858,411	1,001,405
Cash assets at the end of the reporting period	537,046	567,236	588,902	724,684	858,411	1,001,405	1,156,146

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

(b) Interest receipt is reported as cashflow from operating activities in the Commission's 2024-25 Annual Report. From the 2025-26 Budget onwards, it is reflected as cashflow from Government.

Agency Special Purpose Account Details

METROPOLITAN REGION IMPROVEMENT ACCOUNT

Account Purpose: The Metropolitan Region Improvement Account established by the *Planning and Development Act 2005* provides funds for the Commission to manage the Metropolitan Region Scheme.

	2024-25	2025-26	2025-26	2026-27
	Actual	Budget	Estimated	Budget
	\$'000	\$'000	Actual	Year
			\$'000	\$'000
Opening Balance	452,278	452,651	492,079	551,502
Receipts:				
Appropriations.....	101,498	110,993	111,028	159,175
Other	47,621	49,618	49,618	50,596
	601,397	613,262	652,725	761,273
Payments	109,318	84,796	101,223	77,204
CLOSING BALANCE	492,079	528,466	551,502	684,069

Appropriations, Expenses and Cash Assets

	2024-25 Actual \$'000	2025-26 Budget \$'000	2025-26 Estimated Actual \$'000	2026-27 Budget Year \$'000	2027-28 Outyear \$'000	2028-29 Outyear \$'000	2029-30 Outyear \$'000
DELIVERY OF SERVICES							
Item 99 Net amount appropriated to deliver services ^(a)	50,237	48,098	48,630	52,985	55,405	68,093	60,751
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975.....	348	358	358	367	377	386	396
- Transfer of Land Act 1893.....	18	-	-	-	-	-	-
Total appropriations provided to deliver services.....	50,603	48,456	48,988	53,352	55,782	68,479	61,147
CAPITAL							
Item 167 Capital Appropriation.....	441	5,174	1,100	6,494	5,753	7,461	3,922
TOTAL APPROPRIATIONS	51,044	53,630	50,088	59,846	61,535	75,940	65,069
EXPENSES							
Total Cost of Services.....	129,161	164,887	157,378	151,385	157,658	163,068	163,589
Net Cost of Services ^(b)	34,508	64,381	57,355	61,286	64,963	59,230	70,611
CASH ASSETS ^(c)	19,751	25,474	15,335	16,595	17,576	17,608	21,057

(a) The increase in service appropriations in the 2028-29 Outyear reflects additional funding approved as part of the partial commercialisation process to ensure the Western Australian Land Information Authority (Landgate) has sufficient cash to fund its operating commitments.

(b) Represents Total Cost of Services (expenses) less retained revenues applied to Landgate'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.

(c) 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 2025-26 Budget to Parliament on 19 June 2025, are outlined below:

	2025-26 Estimated Actual \$'000	2026-27 Budget Year \$'000	2027-28 Outyear \$'000	2028-29 Outyear \$'000	2029-30 Outyear \$'000
Government Office Accommodation.....	531	546	563	580	-
RiskCover Fund Insurance Premiums.....	1	309	-	-	-
State Fleet Updates.....	(4)	(2)	-	1	1
Strategic Development Plan 2026-27 to 2030-31.....	73	1085	(287)	627	87
Valuer General Pastoral Carrying Capacity Review.....	113	117	29	-	-

Significant Initiatives

1. The Western Australian property market's strong momentum continues amidst high demand for housing and low stock levels. Total document lodgements are expected to reach approximately 405,000 for the 2025-26 financial year. Document registrations will continue to be managed in line with property market demand.
2. Landgate continues implementation of the \$140 million Spatial WA Program, funded from the Digital Capability Fund. In September and October 2025, two contracts were awarded to deliver the technology platforms which will provide a digital, spatially accurate representation of the built and natural environment, and support improved data sharing, collaboration and decision-making across government.

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
Delivering Strong Financial and Economic Management: Diversifying our economy and making more things in WA.	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	2024-25	2025-26	2025-26	2026-27	2027-28	2028-29	2029-30
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Year \$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
1. Land Titling	33,414	34,554	44,870	46,638	47,524	49,988	50,308
2. Valuations	49,379	51,878	49,065	51,082	51,862	54,464	55,033
3. Land Information and Services	34,411	51,518	46,242	41,208	43,639	43,755	43,602
4. Access to Location Information	11,957	26,937	17,201	12,457	14,633	14,861	14,646
Total Cost of Services	129,161	164,887	157,378	151,385	157,658	163,068	163,589

Outcomes and Key Effectiveness Indicators ^(a)

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
Outcome: The State's administrative, commercial and social systems are supported by land tenure information, certainty of ownership and other interests in land:					
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	92.33%	88%	93%	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	0.10%	≤0.25%	0.12%	≤0.25%	
Outcome: Independent valuations support Governments' collection of rates and taxes, and management of property assets:					
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.....	91.40%	>92.5%	>92.5%	>92.5%	
Unimproved Value	87.81%	>92.5%	>92.5%	>92.5%	
Coefficient of Dispersion to check uniformity of values:					
Gross Rental Value.....	4.05%	<7%	<7%	<7%	
Unimproved Value	8.53%	<15%	<15%	<15%	
Adjustments of rating and taxing values as a result of objections and appeals as a percentage of total values in force.....	0.014%	<0.1%	<0.1%	<0.1%	
Outcome: Land and location information and services to support the management and development of the State:					
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.....	89.18%	85%	85%	85%	
Completion rate of property boundary related jobs within the agreed benchmarks	99.10%	95.3%	95.3%	95.3%	
Imagery systems availability supporting the State's mapping, monitoring and predicting of bushfires	99.89%	99.5%	99.5%	99.5%	
Overall satisfaction with the capture of, discovery of and access to Government location information.....	91.30%	88%	88%	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.

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	33,414	34,554	44,870	46,638	1
Less Income	80,132	77,060	77,700	78,715	
Net Cost of Service	(46,718)	(42,506)	(32,830)	(32,077)	
Employees (Full-Time Equivalents)	140	143	170	170	1
Efficiency Indicator					
Average cost of maintaining land tenure information, certainty of ownership and other interests in land, per Certificate of Title	\$21.67	\$21.95	\$28.51	\$29.30	1

Explanation of Significant Movements

(Notes)

1. The increase from the 2025-26 Budget to the 2025-26 Estimated Actual reflects an internal restructure. In 2025-26, Landgate's Customer Services function moved from Corporate Services (where associated costs and FTE were apportioned across Landgate's four services) to Landgate's Land Titling service. Accordingly, from the 2025-26 Estimated Actual onwards, all costs associated with the Customer Services function are fully captured within Service 1 - Land Titling. There has been a commensurate decrease in Total Cost of Service and Employees in the Valuations, Land Information and Services, and Access to Location Information services.

2. Valuations

An impartial valuation service.

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	49,379	51,878	49,065	51,082	1
Less Income	7,282	16,831	15,564	4,574	2
Net Cost of Service	42,097	35,047	33,501	46,508	
Employees (Full-Time Equivalents)	184	181	169	169	1
Efficiency Indicator					
Average cost per valuation.....	\$19.78	\$20.55	\$19.43	\$20.15	

Explanation of Significant Movements

(Notes)

1. The decrease from the 2025-26 Budget to the 2025-26 Estimated Actual reflects an internal restructure. In 2025-26, Landgate's Customer Services function moved from Corporate Services (where associated costs and FTE were apportioned across Landgate's four services) to Landgate's Land Titling service. Accordingly, from the 2025-26 Estimated Actual onwards, all costs associated with the Customer Services function are fully captured within Service 1 - Land Titling. There has been a commensurate decrease in Total Cost of Service and Employees in the Valuations, Land Information and Services, and Access to Location Information services.
2. The nature of the Gross Rental Value Metropolitan Triennial Program (Metropolitan Revaluation Program) leads to fluctuations in income. The 2026-27 financial year is the first year of the triennial program, with all revenue for the triennium to be recognised in the third and final year of the program in 2028-29, in accordance with AASB 15: *Revenue from Contracts with Customers*. Revenue from the previous triennium was all recognised in the 2025-26, hence the decrease in income from the 2025-26 Estimated Actual to the 2026-27 Budget Target.

3. Land Information and Services

Capture, maintenance and delivery of land information and services.

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	34,411	51,518	46,242	41,208	1,2
Less Income	5,462	4,830	4,954	4,967	
Net Cost of Service	28,949	46,688	41,288	36,241	
Employees (Full-Time Equivalents)	120	154	144	144	2,3
Efficiency Indicator					
Average cost of providing land information and services for the State (per square kilometre)	\$13.62	\$20.39	\$18.30	\$16.31	1

Explanation of Significant Movements

(Notes)

1. The higher Total Cost of Service from the 2024-25 Actual to the 2025-26 Budget is mainly a result of costs to deliver the Spatial WA Program as the Program enters its main delivery phase. Despite the main delivery phase continuing across 2026-27, the Total Cost of Service in the 2026-27 Budget Target decreases, which is because a majority of Spatial WA Program spending is capital in nature in that year. This has further resulted in variations in the average cost of providing land information and services for the State (per square kilometre).
2. The decrease from the 2025-26 Budget to the 2025-26 Estimated Actual reflects an internal restructure. In 2025-26, Landgate's Customer Services function moved from Corporate Services (where associated costs and FTE were apportioned across Landgate's four services) to Landgate's Land Titling service. Accordingly, from the 2025-26 Estimated Actual onwards, all costs associated with the Customer Services function are fully captured within Service 1 - Land Titling. There has been a commensurate decrease in Total Cost of Service and Employees in the Valuations, Land Information and Services, and Access to Location Information services.
3. The increase from the 2024-25 Estimated Actual to the 2025-26 Budget largely reflects the filling of positions during 2025-26, which were vacant in 2024-25, and the implementation of Landgate's new ICT operating model in 2025-26, which resulted in additional FTEs as ICT services were brought in-house.

4. Access to Location Information

Access to the State's location information.

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	11,957	26,937	17,201	12,457	1,2
Less Income	1,777	1,785	1,805	1,843	
Net Cost of Service	10,180	25,152	15,396	10,614	
Employees (Full-Time Equivalents)	21	27	22	22	2,3
Efficiency Indicator					
Average cost per dataset	\$1,323.25	\$2,879.73	\$1,838.86	\$1,251.35	1

Explanation of Significant Movements

(Notes)

1. The increase in the Total Cost of Service from the 2024-25 Actual to the 2025-26 Estimated Actual is mainly a result of costs to deliver the Spatial WA Program as the Program enters its main delivery phase. Despite the main delivery phase continuing across 2026-27, the Total Cost of Service in the 2026-27 Budget Target decreases, which is because a majority of Spatial WA Program spending is capital in nature in that year.
2. The decrease from the 2025-26 Budget to the 2025-26 Estimated Actual reflects an internal restructure. In 2025-26, Landgate's Customer Services function moved from Corporate Services (where associated costs and FTE were apportioned across Landgate's four services) to Landgate's Land Titling service. Accordingly, from the 2025-26 Estimated Actual onwards, all costs associated with the Customer Services function are fully captured within Service 1 - Land Titling. There has been a commensurate decrease in Total Cost of Service and Employees in the Valuations, Land Information and Services, and Access to Location Information services.
3. The increase from the 2024-25 Estimated Actual to the 2025-26 Budget largely reflects the filling of positions during 2025-26, which were vacant in 2024-25, and the implementation of Landgate's new ICT operating model in 2025-26, which resulted in additional FTEs as ICT services were brought in-house.

Asset Investment Program

1. Landgate's Asset Investment Program for 2026-27 totals \$33.1 million, reflecting continued digital investment to support delivery of Spatial WA. The program is focused on:
 - 1.1. delivering the Application and Integration Update project to ensure legacy systems are effectively integrated into Spatial WA's digital ecosystem, reducing transition risk and maintaining service continuity;
 - 1.2. progressing the Spatial Applications Replacement project to replace legacy systems with modern, resilient architecture, safeguarding the continuity and integrity of core land information services; and
 - 1.3. progressing the development of the Spatial Digital Twin and Next Generation Spatial Cadastre assets as part of \$140 million Spatial WA program. Investment in these assets totals \$37.2 million over 2025-26 to 2027-28.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-26 \$'000	2025-26 Estimated Expenditure \$'000	2026-27 Budget Year \$'000	2027-28 Outyear \$'000	2028-29 Outyear \$'000	2029-30 Outyear \$'000
WORKS IN PROGRESS							
Asset Replacement							
Asset Replacement Project	8,369	328	-	-	-	4,004	4,037
ICT Asset Replacement Program	6,332	5,497	1,550	500	335	-	-
Workplace Enhancements.....	1,649	480	400	400	520	249	-
Business Improvement							
Application and Integration Update.....	2,880	836	836	2,001	43	-	-
Business Improvement Project	12,993	1,000	1,000	2,578	3,457	2,864	3,094
Corporate Website Enhancement.....	682	253	200	150	279	-	-
Infrastructure							
Earth Observation Application Improvements	919	529	507	268	122	-	-
Innovation	250	100	100	50	50	50	-
Location Infrastructure Project.....	1,506	27	-	-	-	-	1,479
Shared Location Information Platform Roadmap Implementation.....	2,060	1,760	493	150	150	-	-
Spatial WA Program - Spatial Digital Twin.....	22,261	3,384	3,384	11,173	7,704	-	-
COMPLETED WORKS							
Business Improvement							
Data Strategy Hub.....	200	200	200	-	-	-	-
Valuation Services Reform Program.....	5,661	5,661	1,378	-	-	-	-
NEW WORKS							
Infrastructure - Spatial Applications Replacement.....	17,480	-	-	5,960	7,095	4,425	-
Spatial WA Program - Next Generation Spatial Cadastre.....	14,939	-	-	9,871	5,068	-	-
Total Cost of Asset Investment Program.....	98,181	20,055	10,048	33,101	24,823	11,592	8,610
FUNDED BY							
Capital Appropriation			1,100	6,494	5,753	7,461	3,922
Holding Account.....			3,172	5,563	5,977	4,131	4,688
Internal Funds and Balances.....			2,392	-	321	-	-
Major Treasurer's Special Purpose Account(s) Digital Capability Fund.....			3,384	21,044	12,772	-	-
Total Funding			10,048	33,101	24,823	11,592	8,610

Financial Statements

Income Statement

Expenses

1. Total Cost of Services is forecast to increase by \$28.2 million from the 2024-25 Actual to the 2025-26 Estimated Actual due to higher employee benefits expense resulting from the expected filling of positions that were vacant in 2024-25, new positions for ICT services (with services brought in-house) and costs to deliver the Spatial WA Program, which has entered its main delivery phase. Despite the main delivery phase for Spatial WA continuing in 2026-27, total cost of service decreases by \$6 million in the 2026-27 Budget Target, compared to the 2025-26 Estimated Actual. This is because a majority of Spatial WA Program spending is capital in nature in that year.

Income

2. Total income is expected to be \$5.4 million higher in the 2025-26 Estimated Actual when compared to the 2024-25 Actual and the 2026-27 Budget Target largely due to the cyclical impact of the Metropolitan Revaluation Program. In accordance with accounting standards all output for the 2023-24 to 2025-26 Program will be recognised as income in 2025-26 (the third and final year of the current triennium). This results in higher income in the 2025-26 Estimated Actual compared to both the 2024-25 Actual and the 2026-27 Budget Target. Revenue from the next triennial program from 2026-27 to 2028-29 will be recognised in the third and final year, 2028-29.

Statement of Financial Position

3. Cash assets are \$10.3 million lower and other current assets (including held to maturity investment) are \$19.4 million higher from the 2025-26 Estimated Actual to the 2025-26 Budget, largely due to more cash being available for investment in the WA Treasury Corporation portfolio. This has resulted from a slower draw on cash than previously planned due to longer work delivery duration (due to complexity), a deferred payment schedule and strong registrations revenue performance associated with the Western Australian property market.
4. The \$2.5 million increase in restricted cash current assets from the 2025-26 Estimated Actual to the 2026-27 Budget Target reflects the cash held for the 27th pay period, which occurs every 11 years and is next due in June 2028. The non-current asset in the 2026-27 Budget Target and 2027-28 Outyear is nil due to an accounting reclassification.
5. Property and equipment assets increase by \$3 million from the 2025-26 Budget to the 2025-26 Estimated Actual due to more assets than previously planned being capitalised.
6. The increase in intangibles by \$23.8 million from the 2025-26 Estimated Actual to the 2026-27 Budget Target (and into years thereafter) is the recognition of the Spatial Digital Twin and the Next Generation Spatial Cadastre assets for the Spatial WA Program. Landgate has reclassified the Spatial WA system project development outcomes as intangible assets, following the awarding of the final technology contracts.

Statement of Cashflows

7. Supplies and services payments in the 2025-26 Estimated Actual are \$11.4 million higher than the 2024-25 Actual and \$7.3 million lower than the 2025-26 Budget due to spending related to the Spatial WA Program, with expenditure aligned to revised timelines following the awarding of the technology contracts and the recognition of the Spatial WA Program assets reflected in the purchase of non-current assets.
8. Other receipts from operating activities in the 2025-26 Estimated Actual are \$1.1 million higher than the 2025-26 Budget due to more cash available for investment, resulting in higher interest receipts.
9. The purchase of non-current assets is \$23.1 million higher from the 2025-26 Estimated Actual to the 2026-27 Budget Year largely as a result of the recognition of the Spatial Digital Twin and Next Generation Spatial Cadastre assets as part of the Spatial WA Program.
10. The 2025-26 Estimated Actual closing cash balance is \$10.1 million lower than the 2025-26 Budget due to more cash available for investment in held to maturity financial assets.

**INCOME STATEMENT ^(a)
(Controlled)**

	2024-25	2025-26	2025-26	2026-27	2027-28	2028-29	2029-30
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	62,146	69,409	69,347	71,963	73,727	73,461	75,297
Grants and subsidies ^(c)	102	80	193	197	109	80	80
Supplies and services ^(d)	44,516	67,947	59,871	50,895	52,645	55,601	53,483
Accommodation	5,044	6,308	6,839	7,094	7,399	7,586	7,776
Depreciation and amortisation	10,208	10,704	10,701	10,338	11,930	13,741	13,555
Finance and interest costs	22	22	21	21	20	17	21
Other expenses	7,123	10,417	10,406	10,877	11,828	12,582	13,377
TOTAL COST OF SERVICES	129,161	164,887	157,378	151,385	157,658	163,068	163,589
Income							
Sale of goods and services ^(e)	52,186	59,254	57,154	48,147	51,710	64,210	55,031
Other revenue ^(f)	42,467	41,252	42,869	41,952	40,985	39,628	37,947
Total Income	94,653	100,506	100,023	90,099	92,695	103,838	92,978
NET COST OF SERVICES	34,508	64,381	57,355	61,286	64,963	59,230	70,611
INCOME FROM GOVERNMENT							
Service appropriations ^(g)	50,603	48,456	48,988	53,352	55,782	68,479	61,147
Resources received free of charge	345	300	300	300	300	300	300
Other revenues ^(h)	10,580	20,854	23,234	7,326	10,527	25,965	8,992
TOTAL INCOME FROM GOVERNMENT	61,528	69,610	72,522	60,978	66,609	94,744	70,439
SURPLUS/(DEFICIENCY) FOR THE PERIOD	27,020	5,229	15,167	(308)	1,646	35,514	(172)
Income tax benefit (expense)	(10,575)	(10,575)	(10,575)	(10,575)	(10,575)	(10,575)	(10,575)
CHANGE IN SURPLUS/(DEFICIENCY) FOR THE PERIOD AFTER INCOME TAX EQUIVALENTS	16,445	(5,346)	4,592	(10,883)	(8,929)	24,939	(10,747)

- (a) Full audited financial statements are published in Landgate's Annual Report.
- (b) The full-time equivalents for 2024-25 Actual, 2025-26 Estimated Actual and 2026-27 Budget Year are 465, 505 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.
- (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.
- (h) The variation in Income from Government - Other Revenues is due to the cyclical nature of the Metropolitan Revaluation Program, where revenue for the triennium is all recognised in the third and final year of the program, in accordance with AASB 15: *Revenue from Contracts with Customers*.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2024-25	2025-26	2025-26	2026-27	2027-28	2028-29	2029-30
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
Land Surveyors Licensing Board ^(a)	80	80	80	80	80	80	80
Other Grants and Subsidies ^(b)	22	-	113	117	29	-	-
TOTAL	102	80	193	197	109	80	80

- (a) This amount represents a grant paid by Landgate to the Land Surveyor's Licensing Board (LSLB). The LSLB is an affiliated body but is not subject to the operational control of Landgate and reports to Parliament separately.
- (b) Other grants and subsidies from the 2025-26 Estimated Actual to the 2027-28 Outyear includes Landgate's contribution to Primary Industries and Regional Development's Pastoral Carrying Capacity Review, which is used by the Valuer General in the pastoral rent calculation methodology.

STATEMENT OF FINANCIAL POSITION (a)
(Controlled)

	2024-25	2025-26	2025-26	2026-27	2027-28	2028-29	2029-30
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
CURRENT ASSETS							
Cash assets	14,561	22,895	12,597	13,881	17,326	16,957	20,142
Restricted cash	2,940	241	250	2,714	250	250	250
Holding Account receivables	4,774	5,966	5,563	5,977	4,131	4,688	5,005
Receivables	19,127	31,615	33,158	16,958	20,072	35,547	18,181
Other.....	78,927	47,248	66,652	61,897	39,411	35,807	31,074
Total current assets	120,329	107,965	118,220	101,427	81,190	93,249	74,652
NON-CURRENT ASSETS							
Holding Account receivables	34,567	30,709	32,714	28,660	28,352	29,580	30,882
Property, plant and equipment.....	7,905	4,785	7,783	6,806	6,085	8,665	10,438
Intangibles ^(b)	24,506	24,901	27,448	51,236	64,878	60,243	53,736
Restricted cash	2,250	2,338	2,488	-	-	401	665
Other.....	358,408	349,748	350,095	336,673	325,437	316,550	302,964
Total non-current assets	427,636	412,481	420,528	423,375	424,752	415,439	398,685
TOTAL ASSETS	547,965	520,446	538,748	524,802	505,942	508,688	473,337
CURRENT LIABILITIES							
Employee provisions	12,250	10,480	12,250	12,250	12,250	12,250	12,250
Payables.....	6,311	11,067	6,450	6,593	6,739	6,889	7,042
Lease liabilities.....	71	100	101	99	96	92	105
Other ^(c)	52,426	48,965	52,522	52,612	52,704	52,799	52,896
Total current liabilities	71,058	70,612	71,323	71,554	71,789	72,030	72,293
NON-CURRENT LIABILITIES							
Employee provisions	5,574	5,825	5,724	5,853	5,930	6,007	6,088
Lease liabilities.....	195	207	217	182	125	131	241
Other ^(c)	1,183,793	1,144,736	1,147,490	1,108,102	1,069,113	1,030,926	994,187
Total non-current liabilities	1,189,562	1,150,768	1,153,431	1,114,137	1,075,168	1,037,064	1,000,516
TOTAL LIABILITIES.....	1,260,620	1,221,380	1,224,754	1,185,691	1,146,957	1,109,094	1,072,809
EQUITY							
Contributed equity	(1,082,506)	(1,049,980)	(1,060,449)	(1,024,449)	(995,646)	(979,976)	(968,295)
Accumulated surplus/(deficit).....	361,650	341,462	366,242	355,359	346,430	371,369	360,622
Reserves.....	8,201	7,584	8,201	8,201	8,201	8,201	8,201
Total equity	(712,655)	(700,934)	(686,006)	(660,889)	(641,015)	(600,406)	(599,472)
TOTAL LIABILITIES AND EQUITY	547,965	520,446	538,748	524,802	505,942	508,688	473,337

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

(b) Intangibles include 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 lumpsum proceeds received in 2019-20 in consideration of the partial commercialisation arrangement. This service concession liability will be recognised evenly over the 40-year life of the partial commercialisation agreement as a non-cash revenue stream.

STATEMENT OF CASHFLOWS (a)
(Controlled)

	2024-25	2025-26	2025-26	2026-27	2027-28	2028-29	2029-30
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
CASHFLOWS FROM GOVERNMENT							
Service appropriations (b).....	47,764	46,348	46,880	51,429	51,959	62,563	54,840
Capital appropriation	441	5,174	1,100	6,494	5,753	7,461	3,922
Holding Account drawdowns	4,007	4,774	3,172	5,563	5,977	4,131	4,688
Major Treasurer's Special Purpose Account(s)							
Digital Capability Fund.....	7,605	27,344	20,957	29,506	23,050	8,209	7,759
Other.....	11,010	9,101	13,010	20,878	11,270	14,084	22,738
Net cash provided by Government	70,827	92,741	85,119	113,870	98,009	96,448	93,947
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(61,020)	(69,259)	(69,196)	(71,835)	(73,650)	(73,384)	(75,219)
Grants and subsidies.....	(102)	(80)	(193)	(197)	(109)	(80)	(80)
Supplies and services	(48,573)	(67,309)	(59,975)	(50,258)	(52,011)	(54,965)	(52,848)
Accommodation	(4,802)	(6,308)	(6,839)	(7,094)	(7,399)	(7,586)	(7,776)
GST payments	(17,851)	(19,843)	(19,185)	(18,781)	(19,630)	(20,335)	(21,099)
Finance and interest costs.....	(22)	(22)	(21)	(21)	(20)	(17)	(21)
Other payments.....	(7,470)	(10,015)	(10,003)	(10,477)	(11,425)	(12,176)	(12,970)
Receipts							
Sale of goods and services.....	51,661	52,225	48,595	52,894	50,501	55,438	60,906
GST receipts	17,653	19,843	19,185	18,781	19,630	20,335	21,099
Other receipts	3,472	2,098	3,225	2,564	1,996	1,441	1,208
Net cash from operating activities	(67,054)	(98,670)	(94,407)	(84,424)	(92,117)	(91,329)	(86,800)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(3,393)	(11,062)	(10,048)	(33,101)	(24,823)	(11,592)	(8,610)
Other payments.....	(68,000)	-	-	-	-	-	-
Other receipts	69,000	15,000	15,000	5,000	20,000	6,597	5,000
Net cash from investing activities.....	(2,393)	3,938	4,952	(28,101)	(4,823)	(4,995)	(3,610)
CASHFLOWS FROM FINANCING ACTIVITIES							
Lease liability payments	(76)	(84)	(80)	(85)	(88)	(92)	(88)
Net cash from financing activities.....	(76)	(84)	(80)	(85)	(88)	(92)	(88)
NET INCREASE/(DECREASE) IN CASH HELD	1,304	(2,075)	(4,416)	1,260	981	32	3,449
Cash assets at the beginning of the reporting period	18,447	27,549	19,751	15,335	16,595	17,576	17,608
Cash assets at the end of the reporting period	19,751	25,474	15,335	16,595	17,576	17,608	21,057

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

(b) 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.

DevelopmentWA

Part 11 Planning and Land Use

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

	2024-25	2025-26	2025-26	2026-27	2027-28	2028-29	2029-30
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	\$'000	Year	\$'000	\$'000	\$'000
				\$'000			
REVENUE TO GENERAL GOVERNMENT SECTOR							
National Tax Equivalent Regime - Income Tax	19,644	19,898	27,500	23,432	20,011	29,556	16,297
Local Government Rates Equivalent	7,545	19,051	15,655	16,698	15,136	18,736	18,631
Dividends ^{(a)(b)}	28,018	45,041	59,819	137,713	139,648	441,791	51,722
EXPENSES FROM GENERAL GOVERNMENT SECTOR							
Operating Subsidies	152,456	217,073	225,941	619,197	460,720	151,791	71,981
Other Subsidies	80	27,553	14,414	22,781	2,055	1,406	-
Major Treasurer's Special Purpose Account(s) ..	9,788	430	4,053	9,877	6,500	-	-
EQUITY CONTRIBUTION FROM GENERAL GOVERNMENT SECTOR							
Equity Contributions	42,773	-	-	20,000	10,000	-	-
Major Treasurer's Special Purpose Account(s) ..	-	140,000	166,844	46,928	5,408	3,857	-
RATIOS							
Dividend Payout Ratio (%)	75	75	75	75	75	75	75
GOVERNMENT TRADING ENTERPRISE INFORMATION							
Revenue from Operations	707,462	679,392	820,037	940,188	1,011,460	1,217,518	726,268
Revenue from Government	162,425	306,687	250,088	780,590	552,075	153,197	71,981
Total Expenses ^(c)	777,549	932,030	991,893	1,789,847	1,499,452	1,273,492	745,641
Total Borrowings	24,647	146,070	137,900	343,229	82,486	82,486	5,386
NET PROFIT AFTER TAX ^(d)	72,694	34,151	50,732	(92,501)	44,072	67,667	36,311
CASH ASSETS ^(e)	257,774	170,295	274,490	662,942	649,771	759,635	745,409

(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) Includes special dividend to return to the State revenues received from Housing Australia Future Fund projects.

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

(d) The forecast loss in the 2026-27 Budget Year reflects a forecast \$135.9 million loss on disposal from the transfer of Elizabeth Quay assets to the City of Perth.

(e) 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 2025-26 Budget to Parliament on 19 June 2025, are outlined below:

	2025-26 Estimated Actual \$'000	2026-27 Budget Year \$'000	2027-28 Outyear \$'000	2028-29 Outyear \$'000	2029-30 Outyear \$'000
Key Adjustments					
500 Homes for First Home Buyers	-	(5,000)	-	-	-
Broome North Residential Development.....	-	(9,992)	(1,929)	209	134
ECU Mt Lawley Redevelopment.....	-	(4,301)	-	-	-
Housing and Infrastructure Advanced Manufacturing Facilities	-	(47,515)	-	-	-
Housing Australia Future Fund Projects	(1,489)	(228,453)	(224,690)	277,830	-
Karratha Madigan Road - Sales Subsidy	(2,253)	(319)	(324)	(320)	-
Kensington Redevelopment	-	(15,290)	(2,128)	-	-
Lithium and Nickel Industry Support Program.....	-	(2,340)	(4,095)	-	-
METRONET Station Precincts	-	(20,000)	(46,700)	-	-
Newman Industrial	-	(10,897)	103	159	85
South Hedland Western Edge	(662)	(12,599)	(27,540)	(19,739)	(1,653)
Other					
Business Parameter Updates.....	38,452	4,579	2,671	24,050	33,440

Significant Initiatives

1. DevelopmentWA is delivering several projects to increase the supply of social and affordable housing. These projects will also support the growth of the community housing sector and improve access to housing for first home buyers. Projects include the Pier Street build to rent development, Housing Australia Future Fund build to rent projects, the activation of METRONET station precincts and the 500 Homes for First Home Buyers.
2. In support of the Government's priority of ensuring every Western Australian has a home, DevelopmentWA is supporting the establishment or expansion of Housing and Infrastructure Advanced Manufacturing Facilities in Neerabup and Kwinana through targeted financial assistance. This investment is expected to increase the State's existing capacity to help deliver thousands of medium- and high-density apartments faster and at a lower cost, while also supporting major infrastructure projects including hospitals, schools and correctional facilities.
3. To support jobs growth and economic diversification, DevelopmentWA is securing a pipeline of industrial land supply, with additional investments in the Western Trade Coast and Kemerton Strategic Industrial Areas and general industrial land development, alongside the extension of the Lithium Industry Support Program.
4. DevelopmentWA is boosting the regional land supply pipeline to support jobs and homes in the regions, with significant projects including South Hedland Western Edge, Broome North, Newman Light Industrial Area and Karratha's Madigan Road and Mulataga developments.
5. DevelopmentWA is supporting the achievement of the Government's urban infill targets for Perth and Peel through projects including Bentley, Beaconsfield Davis Park and ECU Mt Lawley Redevelopment.
6. DevelopmentWA is providing property expertise and solutions to deliver and support State priority projects, including Ocean Reef Marina, Bentley Redevelopment, METRONET East Redevelopment Area, and the Australian Marine Complex (AMC).

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 Strategic Objectives and Desired Outcomes and the Government Goal it contributes to. The Key Performance Indicators measure the extent of the impact of outcomes on the achievement of the GTE's objectives.

Government Goals	Strategic Objectives	Desired Outcomes
Delivering Strong Financial and Economic Management:	A culture of delivery.	1. High capability and capacity, achieving targets, strong relationships, good governance and innovative solutions
Diversifying our economy and making more things in WA.	Driving opportunities for business and employment growth throughout the State.	2. Facilitating economic diversification and jobs growth across Western Australia through provision of commercial and industrial land and infrastructure within precincts
Ensuring Every Western Australian Has a Home.	Responding to the housing needs of Western Australia.	3. Delivering quality housing, including social and affordable built-form product, 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

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
Outcome: High capability and capacity, achieving targets, strong relationships, good governance and innovative solutions:					
Percentage of revenue target achieved	>100%	>90%	>90%	>90%	
Staff retention	86.7%	>85%	>85%	>85%	
Safe working environment: reportable lost time injury frequency rate	1.96	<2.5	<2.5	<2.5	
Customer satisfaction rating: customers satisfied with overall purchase process	90%	>90%	>90%	>90%	
Maintain Net Zero emissions for scope one and scope two	n.a.	n.a.	n.a.	100%	
Outcome: Facilitating economic diversification and jobs growth across Western Australia through provision of commercial and industrial land and infrastructure within precincts:					
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	
Outcome: Delivering quality housing, including social and affordable built-form product, a steady supply of residential land across the State, and the creation of land for medium and high-density development:					
Highest priority metropolitan, housing delivery 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 Housing and Works or a community housing provider	181	>120	>120	>120	

Asset Investment Program

1. DevelopmentWA's 2026-27 Asset Investment Program (AIP) of \$1 billion comprises land acquisitions and the delivery of land development and associated infrastructure. This includes strategic acquisitions, construction works, securing key approvals and design outcomes, and significant investment in social and affordable housing through initiatives such as the Housing Australia Future Fund projects.
2. The 2026-27 AIP will enable the delivery of land for social and affordable homes, housing, businesses and infrastructure to support Western Australian communities, including:
 - 2.1. \$127.9 million to be invested through the Industrial Lands Authority (ILA) to support strategic, general and light industrial businesses to help power Western Australia's economy, which supports the Government priority of diversifying the economy and making more things in Western Australia. Project include Strategic Industrial Area land acquisitions in the Western Trade Coast, general industrial land acquisitions at Kwinana Agri-Research Facility, development investment at Orion Industrial Park, Neerabup Meridian Park, and investment for the AMC Defence Landing Craft Heavy Project;
 - 2.2. \$528.5 million will invested in metropolitan projects to provide connected precincts and housing diversity, including social and affordable housing. This includes developments at Alkimos Central, Alkimos Beach, Eglinton South, Ocean Reef Marina, Perth City Link, Kensington, and development of the Housing Australia Future Fund projects and METRONET station precincts;
 - 2.3. \$173.6 million will be invested 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 South Hedland Western Edge, Broome North, Karratha Madigan Road, Karratha Mulataga, Kalgoorlie GreenView Estate, and the Regional Social Housing Accelerator Program, in addition to light industrial development in Newman; and
 - 2.4. \$198.5 million will be invested in the Residential Land Program to support the delivery of social and affordable homes across the State, including projects at Pier Street Perth, Burt Street Fremantle, Bentley Redevelopment, Brabham, Forrestdale, Yanchep, Sienna Wood and Davis Park, Beaconsfield.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-26 \$'000	2025-26 Estimated Expenditure \$'000	2026-27 Budget Year \$'000	2027-28 Outyear \$'000	2028-29 Outyear \$'000	2029-30 Outyear \$'000
WORKS IN PROGRESS							
Development of Land							
Industrial Lands Authority Program							
Peel Business Park, Nambeelup	51,383	50,795	3,026	588	-	-	-
Neerabup Australian Automation and Robotics Park ...	26,102	22,080	2,508	1,055	1,055	1,052	860
Western Trade Coast.....	229,053	188,300	188,300	40,753	-	-	-
Metropolitan Program							
Alkimos Central	208,770	98,039	12,000	32,891	33,030	14,930	29,880
East Perth Power Station.....	95,189	92,689	4,605	2,500	-	-	-
ECU Mt Lawley Redevelopment	4,301	1,549	1,549	2,752	-	-	-
Housing Australia Future Fund Developments	813,248	49,369	49,369	358,981	348,486	56,412	-
Kensington Redevelopment.....	45,802	4,512	300	19,290	17,000	5,000	-
Ocean Reef Marina.....	325,778	253,926	62,765	29,124	16,596	15,110	11,022
Subi East Precinct	152,783	137,424	20,240	8,885	2,309	2,582	1,583
Regional Program							
Karratha Madigan Road.....	68,228	35,738	22,791	15,990	12,532	3,968	-
Karratha Mulataga	51,519	11,540	3,475	21,136	15,399	1,700	1,744
Newman Light Industrial Area	32,249	242	242	28,475	2,870	591	71
South Hedland Western Edge.....	75,735	1,162	1,162	12,599	27,571	19,812	14,591
Residential Program							
Bentley Residential Redevelopment.....	77,570	20,751	11,457	13,435	16,961	10,358	16,065
Fremantle Burt Street Residential Development.....	123,474	42,484	27,287	79,687	1,303	-	-
Pier Street Residential Development.....	154,462	115,763	74,830	37,937	762	-	-
Industry and Infrastructure Acquisition and Development.....	2,168,507	1,814,462	122,122	57,468	103,622	100,112	92,843
Metropolitan Land Acquisition and Development	1,990,063	1,564,856	86,162	49,099	49,467	188,768	137,873
Regional Land Acquisition and Development.....	1,873,438	1,722,158	34,010	95,416	407	33,058	22,399
Residential Projects and Land Development for Social and Affordable Housing	1,201,670	765,294	214,819	67,423	166,023	102,203	100,727
NEW WORKS							
AMC Landing Craft Heavy Program	30,000	-	-	20,000	10,000	-	-
Development of Land - Housing and Infrastructure							
Advanced Manufacturing Facility at Neerabup	8,000	-	-	8,000	-	-	-
Metropolitan Program							
500 Homes for First Home Buyers	5,000	-	-	5,000	-	-	-
METRONET Station Precincts	66,700	-	-	20,000	46,700	-	-
Total Cost of Asset Investment Program.....	9,879,024	6,993,133	943,019	1,028,484	872,093	555,656	429,658
FUNDED BY							
Borrowings.....			112,872	161,639	-	-	-
Capital Appropriation			-	20,000	10,000	-	-
Internal Funds and Balances.....			510,948	242,414	399,494	456,875	419,195
Major Treasurer's Special Purpose Account(s)							
Royalties for Regions Fund			-	430	-	-	-
Strategic Industries Fund.....			170,897	56,375	11,908	3,857	-
Operating Subsidies.....			134,147	504,085	448,636	93,518	10,463
Other Grants and Subsidies			14,155	43,541	2,055	1,406	-
Total Funding.....			943,019	1,028,484	872,093	555,656	429,658

Financial Statements

Income Statement

Revenue

1. Total revenue increases by \$650.7 million (61%) from the 2025-26 Estimated Actual to the 2026-27 Budget Year predominantly driven by higher projected land sales across the Metropolitan, Regional and Residential Lands programs, alongside operating subsidies to progress Housing Australia Future Fund projects, projects supporting first home buyers, Housing and Infrastructure Advanced Manufacturing Facilities, enabling industrial land acquisitions, and accelerating regional housing development.

Expenses

2. Total expenses increased by \$214.3 million (28%) from the 2024-25 Actual to the 2025-26 Estimated Actual, reflecting increased delivery activity as projects move into more delivery-intensive phases driven by higher development and enabling works, across residential, metropolitan and industrial land programs.
3. Total expenses increases by \$798 million (80%) from the 2025-26 Estimated Actual to the 2026-27 Budget Year reflecting a material step up in housing delivery activity and the associated cost profile as projects move through construction and delivery. The increase is primarily driven by higher housing-related development expenditure (including Housing Australia Future Fund projects costs and supporting first home buyers initiatives) and a discrete, one-off impact from the transfer of Elizabeth Quay assets to the City of Perth.

Statement of Financial Position

4. Total assets increased by \$52.3 million (2%) from the 2025-26 Estimated Actual to the 2026-27 Budget Year reflecting stronger balance sheet liquidity as sales receipts are realised. The increase is primarily driven by higher cash balances supported by strong sales revenue across metropolitan and residential housing projects.
5. Total equity remains steady from the 2024-25 Actual to the 2026-27 Budget Year reflecting continued capital investment in the development pipeline offsetting the strong land inventory sales, primarily driven by investment in residential and industrial projects, with equity forecast to steadily decline over the forward estimates period as projects are completed and land holdings are sold.

Statement of Cashflows

6. Payment for the purchase of inventories increased by \$232.2 million (32%) from the 2025-26 Estimated Actual to the 2026-27 Budget Year, reflecting a higher level of land acquisitions and project delivery to support future sales. The increase is primarily driven by industrial land acquisitions and residential and housing development projects.
7. Cashflows from Government increased by \$440.3 million (106%) from the 2025-26 Estimated Actual to the 2026-27 Budget Year, reflecting additional funding to support delivery. The increase is primarily driven by Housing Australia Future Fund projects, residential developments, first home buyer supporting projects, and industrial investment supporting Housing and Infrastructure Advanced Manufacturing Facilities and strategic industrial areas.

INCOME STATEMENT (a)
(Controlled)

	2024-25	2025-26	2025-26	2026-27	2027-28	2028-29	2029-30
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
REVENUE							
Revenue from operations							
Sale of goods and services.....	645,362	636,786	791,746	897,381	994,684	1,200,531	709,062
Other revenue	62,100	42,606	28,291	42,807	16,776	16,987	17,206
Revenue from Government							
Operating subsidies.....	152,456	217,073	225,941	619,197	460,720	151,791	71,981
Capital subsidies	-	5,680	1,270	2,565	1,844	-	-
Resources received free of charge	181	-	-	-	-	-	-
Other subsidies	-	21,873	13,144	20,216	211	1,406	-
Major Treasurer's Special Purpose Account(s)							
Royalties for Regions							
Regional Community Services Fund.....	7,500	230	-	-	-	-	-
Regional Infrastructure and Headworks							
Fund.....	2,288	200	-	430	-	-	-
Strategic Industries Fund	-	-	4,053	9,447	6,500	-	-
Administered Appropriations.....	-	61,631	5,680	128,735	82,800	-	-
TOTAL REVENUE.....	869,887	986,079	1,070,125	1,720,778	1,563,535	1,370,715	798,249
Expenses							
Employee benefits ^(b)	39,528	47,387	46,836	48,984	51,678	54,577	58,326
Grants and subsidies.....	-	26,180	24,300	102,915	36,100	-	-
Supplies and services	81,697	62,592	75,792	73,581	73,485	56,831	59,523
Accommodation	10,694	35,220	31,980	33,486	22,308	26,330	26,452
Depreciation and amortisation	73,685	53,226	51,736	106,770	19,854	20,340	19,392
Finance and interest costs.....	5,100	2,422	2,604	6,292	6,261	6,398	6,040
Cost of land sold	484,758	607,920	659,674	1,184,281	1,189,744	1,011,947	481,424
Other expenses ^(c)	82,087	97,083	98,971	233,538	100,022	97,069	94,484
TOTAL EXPENSES.....	777,549	932,030	991,893	1,789,847	1,499,452	1,273,492	745,641
NET PROFIT/(LOSS) BEFORE TAX ^(c)	92,338	54,049	78,232	(69,069)	64,083	97,223	52,608
National Tax Equivalent Regime - Current tax equivalent expense	19,644	19,898	27,500	23,432	20,011	29,556	16,297
NET PROFIT/(LOSS) AFTER TAX	72,694	34,151	50,732	(92,501)	44,072	67,667	36,311
Dividends	28,018	45,041	59,819	137,713	139,648	441,791	51,722

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

(b) The full-time equivalents for 2024-25 Actual, 2025-26 Estimated Actual and 2026-27 Budget Year are 267, 272 and 300 respectively.

(c) The forecast loss in the 2026-27 Budget Year reflects an estimated \$135.9 million loss on disposal from the transfer of Elizabeth Quay assets to the City of Perth.

STATEMENT OF FINANCIAL POSITION (a)
(Controlled)

	2024-25	2025-26	2025-26	2026-27	2027-28	2028-29	2029-30
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
CURRENT ASSETS							
Cash assets	19,592	69,614	136,753	525,589	533,569	650,400	645,697
Cash assets - Retained dividends.....	136,114	43,343	35,204	41,776	41,776	41,776	35,861
Restricted cash	102,068	57,338	102,533	95,577	74,426	67,459	63,851
Receivables	50,598	27,188	42,134	44,523	90,328	90,970	104,434
Inventory - Land and development.....	792,421	687,514	768,041	720,891	642,161	318,565	241,983
Other.....	35,051	35,928	34,015	34,015	34,015	34,840	37,455
Total current assets	1,135,844	920,925	1,118,680	1,462,371	1,416,275	1,204,010	1,129,281
NON-CURRENT ASSETS							
Property, plant and equipment.....	581,032	758,431	693,124	608,113	596,028	579,760	562,038
Intangibles	-	-	-	-	-	-	-
Receivables	6,947	19,878	6,947	6,947	6,947	5,441	5,590
Inventory - Land and development.....	517,052	741,536	722,965	516,575	233,704	90,052	89,897
Other.....	128,167	111,860	127,712	127,712	127,712	127,712	127,712
Total non-current assets	1,233,198	1,631,705	1,550,748	1,259,347	964,391	802,965	785,237
TOTAL ASSETS	2,369,042	2,552,630	2,669,428	2,721,718	2,380,666	2,006,975	1,914,518
CURRENT LIABILITIES							
Employee provisions	8,302	8,459	8,302	8,302	8,302	8,302	8,302
Payables	124,408	115,786	134,908	139,092	139,092	139,016	139,016
Borrowings and leases	20,750	147,798	133,993	339,349	80,361	80,355	3,288
Interest payable.....	215	808	215	215	215	215	215
Other.....	181,999	146,376	187,488	193,558	193,558	193,557	193,557
Total current liabilities	335,674	419,227	464,906	680,516	421,528	421,445	344,378
NON-CURRENT LIABILITIES							
Employee provisions	3,478	3,405	3,478	3,478	3,478	3,478	3,478
Borrowings and leases	25,927	20,770	25,357	25,323	23,427	20,814	20,835
Other.....	127,310	152,577	143,597	143,597	143,597	142,869	142,869
Total non-current liabilities	156,715	176,752	172,432	172,398	170,502	167,161	167,182
TOTAL LIABILITIES.....	492,389	595,979	637,338	852,914	592,030	588,606	511,560
NET ASSETS	1,876,653	1,956,651	2,032,090	1,868,804	1,788,636	1,418,369	1,402,958
EQUITY							
Contributed equity	1,627,514	1,775,143	1,792,038	1,858,966	1,874,374	1,878,231	1,878,231
Accumulated surplus/(deficit) ^(b)	247,450	179,819	238,363	8,149	(87,427)	(461,551)	(476,962)
Reserves.....	1,689	1,689	1,689	1,689	1,689	1,689	1,689
TOTAL EQUITY	1,876,653	1,956,651	2,032,090	1,868,804	1,788,636	1,418,369	1,402,958

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

(b) Includes payment of special dividend to return revenues received from Housing Australia Future Fund projects to the State in 2027-28 and 2028-29.

STATEMENT OF CASHFLOWS (a)
(Controlled)

	2024-25	2025-26	2025-26	2026-27	2027-28	2028-29	2029-30
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	\$'000	Year	\$'000	\$'000	\$'000
				\$'000			
CASHFLOWS FROM OPERATING ACTIVITIES							
Receipts							
Sale of goods and services.....	572,932	549,875	705,464	805,204	888,024	1,088,232	589,436
GST receipts.....	80,113	67,039	67,039	64,766	66,385	66,385	66,385
Other receipts.....	139,291	113,876	107,012	111,642	123,436	129,286	136,104
Payments							
Employee benefits.....	(39,732)	(47,437)	(46,886)	(49,034)	(51,678)	(54,330)	(58,326)
Supplies and services.....	(71,673)	(66,253)	(79,453)	(79,292)	(77,162)	(57,036)	(59,523)
Accommodation ^(b)	(3,149)	(17,806)	(17,962)	(18,466)	(8,892)	(9,870)	(7,821)
GST payments.....	(83,167)	(63,186)	(63,186)	(64,766)	(66,385)	(59,991)	(57,206)
Finance and interest costs.....	(4,346)	(2,410)	(2,592)	(6,252)	(6,261)	(6,398)	(5,994)
Payment for the purchase of inventories.....	(539,811)	(794,125)	(722,215)	(954,410)	(856,685)	(551,799)	(429,457)
Other payments.....	(86,722)	(139,397)	(139,404)	(239,501)	(139,509)	(97,458)	(95,701)
Net cash from operating activities.....	(36,264)	(399,824)	(192,183)	(430,109)	(128,727)	447,021	77,897
CASHFLOWS FROM INVESTING ACTIVITIES							
Receipts							
Proceeds from sale of non-current assets.....	2,947	-	-	-	-	-	-
Payments							
Purchase of non-current assets.....	(12,774)	(186,580)	(220,804)	(74,074)	(15,408)	(3,857)	(201)
Net cash from investing activities.....	(9,827)	(186,580)	(220,804)	(74,074)	(15,408)	(3,857)	(201)
CASHFLOWS FROM FINANCING ACTIVITIES							
Receipts							
Proceeds from borrowings.....	5,772	417,848	401,935	389,361	330,000	280,000	200,000
Payments							
Repayment of borrowings and leases.....	(58,012)	(316,621)	(289,664)	(185,020)	(591,726)	(280,270)	(277,252)
Net cash from financing activities.....	(52,240)	101,227	112,271	204,341	(261,726)	(270)	(77,252)
CASHFLOWS FROM GOVERNMENT ACTIVITIES							
Receipts							
Capital subsidies.....	-	5,680	1,270	2,565	1,844	-	-
Administered appropriations.....	-	61,631	5,680	128,735	82,800	-	-
Operating subsidies.....	170,865	217,073	225,941	619,197	460,720	151,791	71,981
Equity contributions.....	42,773	-	-	20,000	10,000	-	-
Other subsidies.....	-	33,428	16,619	38,841	211	1,406	-
Major Treasurer's Special Purpose Account(s)							
Royalties for Regions							
Regional Community Services Fund.....	7,500	-	-	-	-	-	-
Regional Infrastructure and Headworks Fund.....	2,228	430	-	430	-	-	-
Strategic Industries Fund.....	-	140,000	170,897	56,375	11,908	3,857	-
Payments							
Dividends to Government.....	(28,018)	(45,041)	(59,819)	(137,713)	(139,648)	(441,791)	(51,722)
National Tax Equivalent Regime - Income Tax..	(27,775)	(19,899)	(27,501)	(23,438)	(20,009)	(29,557)	(16,298)
Local Government Rates Equivalent.....	(7,545)	(19,051)	(15,655)	(16,698)	(15,136)	(18,736)	(18,631)
Net cash provided to Government.....	(160,028)	(374,251)	(317,432)	(688,294)	(392,690)	333,030	14,670
NET INCREASE/(DECREASE) IN CASH HELD							
Cash assets at the beginning of the reporting period.....	196,077	281,221	257,774	274,490	662,942	649,771	759,635
Cash assets at the end of the reporting period.....	257,774	170,295	274,490	662,942	649,771	759,635	745,409

(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

	2024-25	2025-26	2025-26	2026-27	2027-28	2028-29	2029-30
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
DELIVERY OF SERVICES							
Item 100 Net amount appropriated to deliver services	1,598	1,614	1,614	1,644	1,619	1,635	1,651
Total appropriations provided to deliver services.....	1,598	1,614	1,614	1,644	1,619	1,635	1,651
TOTAL APPROPRIATIONS	1,598	1,614	1,614	1,644	1,619	1,635	1,651
EXPENSES							
Total Cost of Services	8,384	7,154	8,628	8,869	9,060	9,300	9,546
Net Cost of Services ^(a)	8,145	7,154	8,628	8,869	9,060	9,300	9,546
CASH ASSETS ^(b)	8,789	8,935	8,789	8,789	8,789	8,789	8,789

(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 2025-26 Budget to Parliament on 19 June 2025, are outlined below:

	2025-26	2026-27	2027-28	2028-29	2029-30
	Estimated	Budget	Outyear	Outyear	Outyear
	Actual	Year	\$'000	\$'000	\$'000
	\$'000	\$'000			
2026-27 Streamlined Budget Process Incentive Funding.....	-	41	-	-	-

Significant Initiatives

Protecting and Restoring Our Environment for the Future

1. The Council remains committed to the protection, conservation and adaptive reuse of heritage places for future generations to enjoy. Through development referrals, heritage agreements and the annual heritage grants program, the Council supports conservation projects, interpretation initiatives and events that celebrate State Heritage Registered Places and inspire greater engagement with Western Australia's rich history.

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
Delivering Strong Financial and Economic Management: Diversifying our economy and making more things in WA.	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	2024-25 Actual \$'000	2025-26 Budget \$'000	2025-26 Estimated Actual \$'000	2026-27 Budget Year \$'000	2027-28 Outyear \$'000	2028-29 Outyear \$'000	2029-30 Outyear \$'000
1. Cultural Heritage Conservation Services....	8,384	7,154	8,628	8,869	9,060	9,300	9,546
Total Cost of Services	8,384	7,154	8,628	8,869	9,060	9,300	9,546

Outcomes and Key Effectiveness Indicators ^(a)

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
Outcome: An effective system for the conservation of cultural heritage places in Western Australia for the benefit of present and future generations:					
Extent to which development approvals issued for registered places are consistent with the Council's advice to decision-making authorities.....	100%	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

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.

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
Total Cost of Service.....	\$'000 8,384	\$'000 7,154	\$'000 8,628	\$'000 8,869	1
Less Income	239	nil	nil	nil	
Net Cost of Service	8,145	7,154	8,628	8,869	
Efficiency Indicator					
Average cost of statutory development and planning referrals	\$4,751	\$5,518	\$3,969	\$4,166	2

Explanation of Significant Movements

(Notes)

- The Total Cost of Service in the 2025-26 Estimated Actual is higher than the 2025-26 Budget due to an increase in estimated resources received free of charges from Planning, Lands and Heritage. This revision more accurately reflects the cost of the work being undertaken for the Council. From the 2024-25 Actual to the 2025-26 Estimated Actual, and through to the 2026-27 Budget Target, Total Cost of Service increases by 2.9% per annum. This largely reflects costs increases forecast to be incurred by Planning, Lands and Heritage, including employee-related costs in line with the public sector wages policy, associated with the services it provides to the Council.
- The lower average cost in the 2025-26 Estimated Actual compared to the 2025-26 Budget is mainly due to the number of referrals on proposed developments impacting the State Register of Heritage Places increasing at a greater rate than the associated costs of managing those referrals.

Financial Statements

Income Statement

Expenses

1. The Total Cost of Services increases modestly from the 2024-25 Actual to the 2025-26 Estimated Actual, and through to the to the 2029-30 Outyear at an average of 2.6% per annum. This growth primarily reflects forecast cost increases incurred by Planning, Lands and Heritage in delivery services to the Council, including employee-related costs in accordance with the Government's wages policy.
2. Income from Government increases in line with the growth of Total Cost of Services.

Statement of Financial Position

3. The Council's financial position remains stable over the forward estimates period, with total equity in each period estimated at \$6.9 million.

Statement of Cashflows

4. The Council's end-of-year cash position for each period remains stable at \$8.8 million over the forward estimates period.

INCOME STATEMENT ^(a) (Controlled)

	2024-25 Actual \$'000	2025-26 Budget \$'000	2025-26 Estimated Actual \$'000	2026-27 Budget Year \$'000	2027-28 Outyear \$'000	2028-29 Outyear \$'000	2029-30 Outyear \$'000
COST OF SERVICES							
Expenses							
Grants and subsidies ^(b)	1,221	1,221	1,221	1,221	1,221	1,221	1,221
Supplies and services	7,047	5,735	7,209	7,420	7,636	7,860	8,090
Other expenses	116	198	198	228	203	219	235
TOTAL COST OF SERVICES	8,384	7,154	8,628	8,869	9,060	9,300	9,546
Income							
Other revenue	239	-	-	-	-	-	-
Total Income.....	239	-	-	-	-	-	-
NET COST OF SERVICES	8,145	7,154	8,628	8,869	9,060	9,300	9,546
INCOME FROM GOVERNMENT							
Service appropriations.....	1,598	1,614	1,614	1,644	1,619	1,635	1,651
Resources received free of charge	6,811	5,540	7,014	7,225	7,441	7,665	7,895
TOTAL INCOME FROM GOVERNMENT	8,409	7,154	8,628	8,869	9,060	9,300	9,546
SURPLUS/(DEFICIENCY) FOR THE PERIOD.....	264	-	-	-	-	-	-

(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

	2024-25 Actual \$'000	2025-26 Budget \$'000	2025-26 Estimated Actual \$'000	2026-27 Budget Year \$'000	2027-28 Outyear \$'000	2028-29 Outyear \$'000	2029-30 Outyear \$'000
Heritage Grants Program	1,221	1,221	1,221	1,221	1,221	1,221	1,221
TOTAL	1,221	1,221	1,221	1,221	1,221	1,221	1,221

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2024-25	2025-26	2025-26	2026-27	2027-28	2028-29	2029-30
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
CURRENT ASSETS							
Cash assets	1,486	1,241	1,486	1,486	1,486	1,486	1,486
Restricted cash	7,303	7,694	7,303	7,303	7,303	7,303	7,303
Receivables	28	4	28	28	28	28	28
Total current assets	8,817	8,939	8,817	8,817	8,817	8,817	8,817
CURRENT LIABILITIES							
Payables	36	2,321	36	36	36	36	36
Other	1,928	28	1,928	1,928	1,928	1,928	1,928
Total current liabilities	1,964	2,349	1,964	1,964	1,964	1,964	1,964
EQUITY							
Contributed equity	-	(5,282)	-	-	-	-	-
Accumulated surplus/(deficit)	6,853	11,872	6,853	6,853	6,853	6,853	6,853
Total equity	6,853	6,590	6,853	6,853	6,853	6,853	6,853
TOTAL LIABILITIES AND EQUITY	8,817	8,939	8,817	8,817	8,817	8,817	8,817

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

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2024-25	2025-26	2025-26	2026-27	2027-28	2028-29	2029-30
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
CASHFLOWS FROM GOVERNMENT							
Service appropriations	1,598	1,614	1,614	1,644	1,619	1,635	1,651
Net cash provided by Government	1,598	1,614	1,614	1,644	1,619	1,635	1,651
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Grants and subsidies	(1,381)	(1,221)	(1,221)	(1,221)	(1,221)	(1,221)	(1,221)
Supplies and services	(227)	(195)	(195)	(195)	(195)	(195)	(195)
GST payments	(123)	-	-	-	-	-	-
Other payments	(120)	(198)	(198)	(228)	(203)	(219)	(235)
Receipts							
GST receipts	99	-	-	-	-	-	-
Other receipts	8	-	-	-	-	-	-
Net cash from operating activities	(1,744)	(1,614)	(1,614)	(1,644)	(1,619)	(1,635)	(1,651)
Cash assets at the beginning of the reporting period	8,935	8,935	8,789	8,789	8,789	8,789	8,789
Cash assets at the end of the reporting period	8,789	8,935	8,789	8,789	8,789	8,789	8,789

(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

	2024-25	2025-26	2025-26	2026-27	2027-28	2028-29	2029-30
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
DELIVERY OF SERVICES							
Item 101 Net amount appropriated to deliver services	3,992	4,116	4,240	5,268	4,374	4,490	4,610
Total appropriations provided to deliver services.....	3,992	4,116	4,240	5,268	4,374	4,490	4,610
CAPITAL							
Item 168 Capital Appropriation.....	435	435	435	435	435	435	435
TOTAL APPROPRIATIONS	4,427	4,551	4,675	5,703	4,809	4,925	5,045
EXPENSES							
Total Cost of Services.....	7,969	8,921	11,214	8,594	8,680	8,776	7,763
Net Cost of Services ^(a)	5,137	5,967	8,260	5,503	2,508	4,281	4,450
CASH ASSETS ^(b)	6,883	3,551	1,865	1,573	2,128	1,477	1,669

(a) Represents Total Cost of Services (expenses) less retained revenues applied to the National 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 National Trust's Income Statement since presentation of the 2025-26 Budget to Parliament on 19 June 2025, are outlined below:

	2025-26	2026-27	2027-28	2028-29	2029-30
	Estimated	Budget	Outyear	Outyear	Outyear
	Actual	Year	\$'000	\$'000	\$'000
	\$'000	\$'000			
New Initiatives					
Avondale Farm Conservation and Activation	-	450	1,200	1,180	-
General Maintenance.....	-	120	-	-	-
Natural Heritage Covenanting Program.....	-	348	-	-	-
Other					
RiskCover Fund Insurance Premiums	124	207	-	-	-

Significant Initiatives

1. Government funding enables the National Trust to protect natural heritage, conserve heritage places, and interpret, promote and activate its place portfolio to share stories that reflect an evolving community understanding of the richness and diversity of Western Australia's cultural landscapes and celebrate the State's unique identity.
2. Programmed maintenance for built heritage is a proactive and cost-effective approach that prevents deterioration, preserves historical authenticity and extends the lifespan of irreplaceable structures. Expanding the National Trust's maintenance program helps limit future reliance on more costly large-scale restoration or reconstruction works.

3. Private landholders play a critical role in the long-term protection and conservation of natural and cultural values. The National Trust's Conservation Covenant and Stewardship Program includes more than 180 registered covenants protecting more than 18,000 hectares of Western Australian bushland. Program enhancements strengthen stewardship outcomes and support for landowners of covenanted land and will be delivered in partnership with conservation organisations.
4. Avondale Farm, located near Beverley, is a significant historic, working agricultural property. The site operates as a discovery farm, featuring an agricultural machinery museum and heritage homestead that offers a glimpse into 19th century farming life. The property also provides insights into more than 100 years of agricultural research as well as the establishment of the Landcare movement in Western Australia. Funding will support restoration, conservation and activation outcomes at this site.

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 National 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
Protecting and Restoring Our Environment.	Engage community support for the conservation of our natural, Aboriginal and historic heritage for the present and the future.	<ol style="list-style-type: none"> 1. Conservation and Management of Built Heritage 2. Heritage Services to the Community

Service Summary

Expense	2024-25	2025-26	2025-26	2026-27	2027-28	2028-29	2029-30
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Year \$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
1. Conservation and Management of Built Heritage	3,630	5,810	7,657	5,169	5,119	5,176	4,578
2. Heritage Services to the Community.....	4,339	3,111	3,557	3,425	3,561	3,600	3,185
Total Cost of Services	7,969	8,921	11,214	8,594	8,680	8,776	7,763

Outcomes and Key Effectiveness Indicators ^(a)

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
Outcome: Engage community support for the conservation of our natural, Aboriginal and historic heritage for the present and the future:					
Percentage of planned conservation performed to enable community access to National Trust places	1.3%	4.3%	6.4%	1.5%	1
Number of people accessing, engaging, attending National Trust places and receiving heritage services	23,741	23,214	20,560	23,214	2

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

Explanation of Significant Movements

(Notes)

- The increase between the 2024-25 Actual, 2025-26 Budget and 2025-26 Estimated Actual is mainly due to increased conservation works at the Geraldton Heritage Precinct and Strawberry Hill at Barmup (in Albany). The decrease from the 2025-26 Estimated Actual to the 2026-27 Budget Target is due to the completion of projects funded from the Asset Maintenance Fund.
- The 2025-26 Estimated Actual is lower than the 2025-26 Budget as a result of places being closed whilst conservation works are being undertaken.

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

The National Trust plays a key role in providing conservation support to both National Trust and community-owned heritage properties and places. This includes administration of a public appeals program with a focus on conservation works and other heritage outcomes.

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
Total Cost of Service.....	\$'000 3,630	\$'000 5,810	\$'000 7,657	\$'000 5,169	1
Less Income	2,224	2,570	2,408	2,279	
Net Cost of Service	1,406	3,240	5,249	2,890	
Employees (Full-Time Equivalents)	14	14	14	17	2
Efficiency Indicator					
Average operating cost per place managed	\$51,610	\$53,796	\$70,898	\$47,861	3

Explanation of Significant Movements

(Notes)

- The Total Cost of Service in 2026-27 Budget Target is lower than the 2025-26 Estimated Actual, reflecting the completion of conservation and maintenance works on the Geraldton Heritage Precinct and Strawberry Hill projects, funded from the Asset Maintenance Fund carried over from 2024-25.
- FTE are budgeted to increase in 2026-27 for the covenanting and Avondale Farm projects and to manage the National Trust's leasing portfolio.
- The average operating cost per place managed in the 2026-27 Budget Target is lower than the 2025-26 Estimated Actual as conservation and maintenance works on projects funded through the Asset Maintenance Fund are completed.

2. Heritage Services to the Community

The service includes a community information service, interpretation, heritage awareness and education programs for schools and the general public as well as professional development for heritage specialists and promoting the recognition of significant community heritage assets through National Trust classification processes.

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
Total Cost of Service.....	\$'000 4,339	\$'000 3,111	\$'000 3,557	\$'000 3,425	
Less Income	608	384	546	812	
Net Cost of Service	3,731	2,727	3,011	2,613	
Employees (Full-Time Equivalents)	17	23	17	17	
Efficiency Indicator					
Average operating cost per person accessing, engaging, attending Trust places and heritage services provided	\$102	\$134	\$153	\$148	1

Explanation of Significant Movements

(Notes)

- The 2025-26 Estimated Actual is higher than the 2025-26 Budget due to lower than budgeted visitor numbers as a result of places remaining closed whilst conservation works are undertaken.

Asset Investment Program

- The National Trust's 2026-27 Asset Investment Program totals \$1.7 million. This is comprised of the final instalment of the Asset Maintenance Fund capital works at the Geraldton Heritage Precinct, Lotterywest grant moneys for the Strawberry Hill at Barmup project, and the National Trust's ongoing property restoration program of works.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-26 \$'000	2025-26 Estimated Expenditure \$'000	2026-27 Budget Year \$'000	2027-28 Outyear \$'000	2028-29 Outyear \$'000	2029-30 Outyear \$'000
WORKS IN PROGRESS							
Property Restoration							
Geraldton Heritage Precinct	3,605	3,030	2,775	575	-	-	-
Strawberry Hill (Barmup) - Interpretation and Cultural Mapping	1,146	755	755	391	-	-	-
COMPLETED WORKS							
Asset Replacement							
2024-25 Program	50	50	27	-	-	-	-
2025-26 Program	50	50	50	-	-	-	-
Property Restoration							
2024-25 Program	650	650	27	-	-	-	-
2025-26 Program	650	650	650	-	-	-	-
Strawberry Hill (Barmup)	3,751	3,751	3,245	-	-	-	-
NEW WORKS							
Asset Replacement							
2026-27 Program	50	-	-	50	-	-	-
2027-28 Program	50	-	-	-	50	-	-
2028-29 Program	50	-	-	-	-	50	-
2029-30 Program	50	-	-	-	-	-	50

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-26 \$'000	2025-26 Estimated Expenditure \$'000	2026-27 Budget Year \$'000	2027-28 Outyear \$'000	2028-29 Outyear \$'000	2029-30 Outyear \$'000
Property Restoration							
2026-27 Program	650	-	-	650	-	-	-
2027-28 Program	650	-	-	-	650	-	-
2028-29 Program	650	-	-	-	-	650	-
2029-30 Program	650	-	-	-	-	-	650
Avondale Farm - Conservation and Activation	1,400	-	-	-	700	700	-
Total Cost of Asset Investment Program.....	14,102	8,936	7,529	1,666	1,400	1,400	700
FUNDED BY							
Asset Sales.....			-	-	700	700	-
Capital Appropriation			435	435	435	435	435
Holding Account.....			265	265	265	265	265
Internal Funds and Balances.....			3,091	-	-	-	-
Major Treasurer's Special Purpose Account(s)							
Asset Maintenance Fund.....			2,983	575	-	-	-
Other Grants and Subsidies			755	391	-	-	-
Total Funding.....			7,529	1,666	1,400	1,400	700

Financial Statements

Income Statement

Expenses

1. The increase in supplies and services between the 2025-26 Budget and the 2025-26 Estimated Actual reflects the carryover of Asset Maintenance Fund expenditure from 2024-25.
2. The Total Cost of Service for the 2026-27 Budget Year has reduced from the 2025-26 Estimated Actual as the conservation and maintenance works funded by the Asset Maintenance Fund were completed in 2025-26.

Statement of Cashflows

3. The increase in supplies and services between the 2025-26 Budget and the 2025-26 Estimated Actual is a result of the carryover of unspent Asset Maintenance Funds moneys from 2024-25.
4. Operating activities cashflows have been reduced from the 2025-26 Estimated Actual to the 2026-27 Budget Year as a result of the completion of Asset Maintenance Fund funded works.
5. Variations in cashflows from investing activities are reflective of the major capital works undertaken in the last two years. These have now, largely, been completed. In 2027-28 and 2028-29, the National Trust expects to receive the proceeds from the sale of land at Cold Harbour which will be used to fund ongoing conservation and restoration works at Avondale Farm.

INCOME STATEMENT (a)
(Controlled)

	2024-25	2025-26	2025-26	2026-27	2027-28	2028-29	2029-30
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
COST OF SERVICES							
Expenses							
Employee benefits (b)	3,635	3,883	3,957	4,562	4,504	4,615	4,544
Supplies and services	648	3,186	5,355	2,053	2,406	2,393	1,451
Accommodation	1,912	383	383	383	383	383	383
Depreciation and amortisation	825	655	655	655	655	655	655
Finance and interest costs	5	-	-	-	-	-	-
Other expenses	944	814	864	941	732	730	730
TOTAL COST OF SERVICES	7,969	8,921	11,214	8,594	8,680	8,776	7,763
Income							
Sale of goods and services	154	200	200	265	263	271	272
Other revenue	2,678	2,754	2,754	2,826	5,909	4,224	3,041
Total Income	2,832	2,954	2,954	3,091	6,172	4,495	3,313
NET COST OF SERVICES	5,137	5,967	8,260	5,503	2,508	4,281	4,450
INCOME FROM GOVERNMENT							
Service appropriations	3,992	4,116	4,240	5,268	4,374	4,490	4,610
Major Treasurer's Special Purpose Account(s)							
Asset Maintenance Fund	6,409	4,683	4,683	575	-	-	-
Other revenues	8	1,305	1,305	491	-	-	-
TOTAL INCOME FROM GOVERNMENT	10,409	10,104	10,228	6,334	4,374	4,490	4,610
SURPLUS/(DEFICIENCY) FOR THE PERIOD	5,272	4,137	1,968	831	1,866	209	160

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

(b) The full-time equivalents for 2024-25 Actual, 2025-26 Estimated Actual and 2026-27 Budget Year are 31, 31 and 34 respectively.

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2024-25	2025-26	2025-26	2026-27	2027-28	2028-29	2029-30
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
CURRENT ASSETS							
Cash assets	3,464	3,299	1,446	1,154	1,709	1,058	1,250
Restricted cash	3,419	252	419	419	419	419	419
Holding Account receivables	265	265	265	265	265	265	265
Receivables	393	282	545	697	853	853	853
Other.....	3,112	284	3,112	3,112	3,112	3,267	3,273
Total current assets	10,653	4,382	5,787	5,647	6,358	5,862	6,060
NON-CURRENT ASSETS							
Holding Account receivables	5,033	5,423	5,423	5,813	6,203	6,593	6,983
Property, plant and equipment.....	142,118	139,792	148,997	150,013	147,763	147,283	147,333
Intangibles	179	208	179	179	179	179	179
Other.....	158	123	158	158	158	158	158
Total non-current assets	147,488	145,546	154,757	156,163	154,303	154,213	154,653
TOTAL ASSETS	158,141	149,928	160,544	161,810	160,661	160,075	160,713
CURRENT LIABILITIES							
Employee provisions	961	891	961	961	961	961	961
Payables	277	154	277	277	277	277	277
Borrowings and leases	27	25	27	27	27	27	27
Other.....	1,184	1,610	1,184	1,184	1,184	1,184	1,184
Total current liabilities	2,449	2,680	2,449	2,449	2,449	2,449	2,449
NON-CURRENT LIABILITIES							
Employee provisions	61	120	61	61	61	61	61
Borrowings and leases	72	99	72	72	72	72	72
Total non-current liabilities	133	219	133	133	133	133	133
TOTAL LIABILITIES.....	2,582	2,899	2,582	2,582	2,582	2,582	2,582
EQUITY							
Contributed equity	30,491	30,926	30,926	31,361	28,346	27,551	27,986
Accumulated surplus/(deficit).....	67,814	69,929	69,782	70,613	72,479	72,688	72,848
Reserves.....	57,254	46,174	57,254	57,254	57,254	57,254	57,297
Total equity	155,559	147,029	157,962	159,228	158,079	157,493	158,131
TOTAL LIABILITIES AND EQUITY	158,141	149,928	160,544	161,810	160,661	160,075	160,713

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

STATEMENT OF CASHFLOWS (a)
(Controlled)

	2024-25	2025-26	2025-26	2026-27	2027-28	2028-29	2029-30
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
CASHFLOWS FROM GOVERNMENT							
Service appropriations.....	3,337	3,461	3,585	4,613	3,719	3,835	3,955
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	6,409	4,683	4,683	575	-	-	-
Other.....	-	1,305	1,305	491	-	-	-
Net cash provided by Government	10,446	10,149	10,273	6,379	4,419	4,535	4,655
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(3,440)	(3,876)	(3,950)	(4,555)	(4,497)	(4,607)	(4,536)
Supplies and services	(823)	(3,349)	(5,518)	(2,216)	(2,569)	(2,557)	(1,567)
Accommodation	(1,635)	(366)	(366)	(366)	(366)	(366)	(366)
GST payments	(355)	(270)	(270)	(270)	(270)	(270)	(270)
Other payments.....	(798)	(691)	(741)	(818)	(609)	(607)	(607)
Receipts							
Sale of goods and services.....	61	200	200	265	263	277	272
GST receipts	386	270	270	270	270	270	270
Other receipts	2,720	2,613	2,613	2,685	2,764	2,844	3,041
Net cash from operating activities	(3,884)	(5,469)	(7,762)	(5,005)	(5,014)	(5,016)	(3,763)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(1,490)	(4,988)	(7,529)	(1,666)	(1,400)	(1,400)	(700)
Other payments.....	(3,475)	-	-	-	-	-	-
Proceeds from sale of non-current assets.....	-	-	-	-	3,000	1,230	-
Other receipts	444	-	-	-	-	-	-
Net cash from investing activities.....	(4,521)	(4,988)	(7,529)	(1,666)	1,600	(170)	(700)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases	(5)	-	-	-	-	-	-
Net cash from financing activities.....	(5)	-	-	-	-	-	-
NET INCREASE/(DECREASE) IN CASH HELD	2,036	(308)	(5,018)	(292)	1,005	(651)	192
Cash assets at the beginning of the reporting period	4,869	3,859	6,883	1,865	1,573	2,128	1,477
Net cash transferred to/from other agencies....	(22)	-	-	-	(450)	-	-
Cash assets at the end of the reporting period	6,883	3,551	1,865	1,573	2,128	1,477	1,669

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