

Part 4

Jobs and Economic Development

Introduction

The Jobs and Economic Development portfolio is creating jobs for Western Australians and promoting a strong and diverse economy that delivers benefits to all areas of the State. The portfolio facilitates investment in the State, supports the development of export markets and opportunities, and promotes the State as an attractive tourist destination. It also has a focus on innovation and technological developments and overall support for businesses around the State.

Summary of Recurrent and Asset Investment Expenditure

Agency	2025-26 Estimated Actual \$'000	2026-27 Budget Year \$'000
Energy and Economic Diversification		
– Total Cost of Services.....	412,761	690,866
– Asset Investment Program	800	10
Creative Industries, Tourism and Sport		
– Total Cost of Services.....	915,837	806,196
– Asset Investment Program	196,840	191,166
Primary Industries and Regional Development		
– Total Cost of Services.....	833,878	727,745
– Asset Investment Program	55,364	113,424
Mines, Petroleum and Exploration		
– Total Cost of Services.....	196,933	195,672
– Asset Investment Program	8,020	3,026
Gold Corporation		
– Asset Investment Program	23,921	26,011
Western Australian Meat Industry Authority		
– Asset Investment Program	1,200	450
Small Business Development Corporation		
– Total Cost of Services.....	21,002	21,816
– Asset Investment Program	240	-

Agency	2025-26 Estimated Actual \$'000	2026-27 Budget Year \$'000
Rural Business Development Corporation		
– Total Cost of Services.....	5,806	15,957
Economic Regulation Authority		
– Total Cost of Services.....	25,099	28,831
– Asset Investment Program	716	128
Forest Products Commission		
– Asset Investment Program	44,019	43,641
Racing and Wagering Western Australia		
– Asset Investment Program	21,125	12,000
Western Australian Greyhound Racing Association		
– Asset Investment Program	300	300
The Burswood Park Board		
– Asset Investment Program	1,118	2,355

Ministerial Responsibilities

Minister	Agency	Services
Premier; Minister for State Development; Trade and Investment; Economic Diversification Attorney General; Minister for Commerce; Tertiary and International Education; Multicultural Interests Minister for Energy and Decarbonisation; Manufacturing; Skills and TAFE; Pilbara Minister for Regional Development; Ports; Science and Innovation; Medical Research; Kimberley	Energy and Economic Diversification	<ol style="list-style-type: none"> 1. International Engagement, Trade and Investment 2. Science, Innovation and Industry Development 3. State Development and Project Facilitation 4. Energy Policy 5. Facilitation of the State's New Energy Infrastructure 6. Corporate Support - Transitional Arrangements
Deputy Premier; Treasurer; Minister for Transport; Sport and Recreation Minister for Creative Industries; Heritage; Industrial Relations; Aged Care and Seniors; Women Attorney General; Minister for Commerce; Tertiary and International Education; Multicultural Interests Minister for Police; Road Safety; Tourism; Great Southern	Creative Industries, Tourism and Sport	<ol style="list-style-type: none"> 1. Destination Marketing 2. Event Tourism 3. Tourism Destination Development 4. Project Facilitation 5. Creative Industries Industry Support 6. Cultural Heritage Management and Conservation Services Provided by the Art Gallery of Western Australia 7. Collections Management, Research and Conservation Services Provided by the Western Australian Museum 8. Supporting Access to Cultural Heritage and Education Provided by the Art Gallery of Western Australia 9. Supporting Access to Collections, Knowledge, Expertise and Programs Provided by the Western Australian Museum 10. State Library Services 11. Public Library Services 12. Provision of Venues and Precincts Delivering Arts and Cultural Experiences 13. Asset and Infrastructure Support Services to Client Agencies 14. Corporate Support to Client Agency 15. Sport and Recreation Industry Support 16. Office of Multicultural Interests
Minister for Regional Development; Ports; Science and Innovation; Medical Research; Kimberley Minister for Agriculture and Food; Fisheries; Forestry; Small Business; Mid West	Primary Industries and Regional Development	<ol style="list-style-type: none"> 1. Regional Industry and Community Development Investment Facilitation 2. Corporate and Business Development Services Provided by the Department to Support Regional Development Commissions 3. Regional Skills and Knowledge Development 4. Agricultural and Fisheries Biosecurity and Integrity 5. Agricultural and Fisheries Natural Resource Management 6. Regional Technical and Technological Development 7. Regional Social Amenity Development
Minister for Mines and Petroleum; Finance; Electoral Affairs; Goldfields-Esperance	Mines, Petroleum and Exploration Gold Corporation	<ol style="list-style-type: none"> 1. Resource and Environmental Regulation <p>n.a.</p>
Minister for Agriculture and Food; Fisheries; Forestry; Small Business; Mid West	Western Australian Meat Industry Authority Small Business Development Corporation Rural Business Development Corporation	<p>n.a.</p> <ol style="list-style-type: none"> 1. Information, Guidance, Referral and Business Development Services 2. Access to Justice for Small Business <ol style="list-style-type: none"> 1. Promote Rural Industry Development and Investment Facilitation
Deputy Premier; Treasurer; Minister for Transport; Sport and Recreation	Economic Regulation Authority	<ol style="list-style-type: none"> 1. Submissions to the Economic Regulation Authority's Governing Body

Minister	Agency	Services
Minister for Agriculture and Food; Fisheries; Forestry; Small Business; Mid West	Forest Products Commission	n.a.
Minister for Emergency Services; Corrective Services; Defence Industries; Veterans; Racing and Gaming	Racing and Wagering Western Australia	n.a.
	Western Australian Greyhound Racing Association	n.a.
	The Burswood Park Board	n.a.

Division 13 Energy and Economic Diversification

Part 4 Jobs and Economic Development

Appropriations, Expenses and Cash Assets ^(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			
DELIVERY OF SERVICES							
Item 48 Net amount appropriated to deliver services	213,049	331,799	285,570	435,723	337,664	248,629	254,156
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	1,628	1,641	1,989	2,258	2,314	2,372	2,432
Total appropriations provided to deliver services.....	214,677	333,440	287,559	437,981	339,978	251,001	256,588
ADMINISTERED TRANSACTIONS							
Item 49 Amount provided for Administered Grants, Subsidies and Other Transfer Payments	50,365	128,777	126,782	127,051	106,859	79,953	31,160
CAPITAL							
Item 139 Capital Appropriation.....	21,170	28,170	13,231	86,246	46,254	46,252	38,573
TOTAL APPROPRIATIONS	286,212	490,387	427,572	651,278	493,091	377,206	326,321
EXPENSES							
Total Cost of Services	318,202	502,006	412,761	690,866	486,948	317,101	321,685
Net Cost of Services ^(b)	292,977	478,973	392,398	665,482	478,530	307,325	311,852
CASH ASSETS ^(c)	171,629	37,983	123,404	67,826	51,009	41,660	41,709

(a) The 2024-25 Actual has been recast for comparability purposes to account for Public Sector Reform changes which took effect from 1 July 2025.

(b) 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.

(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 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 Commitments					
Advanced Manufacturing and Technology Hub ^(a)	(1,875)	(2,875)	-	-	-
Aged Care Low Interest Loan Scheme - Administration ^(b)	604	655	668	684	-
Collie Industrial Transition Fund Top-Up.....	-	-	-	-	30,000
Investment Attraction Fund Top-Up.....	-	-	15,000	15,000	-
Kalgoorlie Vanadium Battery Energy Storage System	-	50,000	30,000	30,000	40,000
New Initiatives					
Albany Gas Transition.....	676	1,132	-	-	-
Electricity Systems Security Supply Measures.....	-	-	20,000	-	-
Energy Transition - Community and Industry Engagement	-	9,000	9,000	-	-
Green Iron and Steel ^(c)	-	60,000	25,000	-	-
Industry Support Program	-	1,053	1,061	1,068	2,747
Made in WA Energy Affordability Investment Program ^(b)	-	4,792	4,278	3,358	2,418
Ngarluma Green Energy Park Development.....	2,700	-	-	-	-
Nickel Industry Support Program ^(b)	-	1,591	-	3,500	7,500

	2025-26 Estimated Actual \$'000	2026-27 Budget Year \$'000	2027-28 Outyear \$'000	2028-29 Outyear \$'000	2029-30 Outyear \$'000
Pilbara Energy Transition Plan Aboriginal Working Group	2,922	-	-	-	-
Ongoing Initiatives					
Centre of Decommissioning Australia	-	500	500	-	-
Digital Industry Initiatives	-	522	534	548	562
Electricity Industry Act - Distributed Energy Resources	-	509	215	220	226
Energy Ahead Program Extension ^(d)	121	279	218	222	-
Invest and Trade Western Australia	-	1,573	127	-	-
Investment Attraction and Trade Promotion	-	6,000	6,000	-	-
Lithium Industry Support Program	-	2,752	2,758	-	-
Pilbara Hydrogen Hub	-	6,463	2,242	1,895	-
PoweringWA	-	12,522	12,541	12,763	12,991
Renewable Hydrogen Initiatives ^(c)	5,944	33,056	-	-	-
Science and STEM Programs	10	5,110	1,285	343	400
Space Industry	-	2,000	1,500	1,500	1,500
State Agreement Variation and Modernisation Program	-	1,022	1,059	1,095	1,133
Strategic Industries Fund	3,000	5,000	-	-	-
WA Health and Medical Life Sciences Strategy Implementation	-	610	610	610	400
Other					
Public Sector Reform Budget Transfers	265	(981)	(1,004)	(1,030)	(1,055)
RiskCover Fund Insurance Premiums	193	164	-	-	-
Salaries and Allowances Tribunal	26	53	54	55	56

- (a) This program spending has been transferred to DevelopmentWA.
(b) Due to accounting treatment, loan amounts are not reflected in this table.
(c) Existing Department spending has been reprioritised to meet some of the costs of this initiative.
(d) Previously Household Energy Efficiency Scheme.

Significant Initiatives

1. As the lead agency for Western Australia's energy transition and economic development, the Department plays a central role in supporting the Government's agenda to maintain a strong and resilient State economy. This includes safeguarding the State's access to secure, affordable and sustainable energy while supporting long-term economic diversification.
2. Diversifying the economy by becoming a renewable energy powerhouse, strengthening energy and supply chain security, and positioning Western Australia as a global leader in investment attraction are key priorities outlined in the Government's Priorities.

Election Commitments

3. The Government's \$150 million investment to deliver a 50-megawatt, 10-hour Western Australian made vanadium flow battery in Kalgoorlie will reinforce the security, reliability and resilience of the Eastern Goldfields' power supply and support the development of a local vanadium industry.
4. To facilitate investment and unlock major resource and renewable energy projects, this Budget provides an additional \$30 million for the second round of the New Energies Industries Funding Stream under the Investment Attraction Fund, taking the total investment to \$60 million to deliver this commitment.
5. The Government's \$1 billion Strategic Industries Fund (SIF) drives industrial land activation in Western Australia's Strategic Industrial Areas (SIAs), attracting major job-creating projects, accelerating renewable energy growth and delivering high-quality employment opportunities for Western Australians. This Budget allocates \$91.7 million from the SIF for further investments by various agencies, including for land assembly, to investigate desalination solutions and to plan for road upgrades.

New Initiatives

6. The Department will deliver the Government's \$153.3 million Made in WA Energy Affordability Investment Program. The Program will support investment in renewables, industrial batteries and energy efficient technology and accelerate the development of a strong clean energy and critical minerals manufacturing sector in Western Australia.
7. To ensure that Western Australians continue to be actively engaged in the State's energy transition, this Budget provides \$18 million for the Department to provide up-to-date information to local industry on the Made in WA manufacturing opportunities generated by the transition and undertake statewide community engagement on planned renewable energy projects, including the pipeline of local jobs.
8. This Budget provides \$15 million in interest-free loans to help nickel mining operations in Western Australia, including assisting existing producers to remain in operation and supporting the potential restart of idled mines and the ramp-up of new projects.
9. Building on the Government's commitment to develop a Green Iron and Steel Action Plan, this Budget confirms \$75 million to support the NeoSmelt Pilot Project with a Final Investment Decision (FID) and post-FID milestone activities. This investment will further advance the development of a strategically important industry, which has the potential to position Western Australia at the forefront of low-carbon iron and steel production.

Ongoing Initiatives

10. The Department continues to lead the transformation of the State's energy system to ensure it is affordable, reliable and sustainable into the future. To continue supporting the energy transition, the Government is:
 - 10.1. providing \$67.3 million for resourcing for PoweringWA to facilitate the delivery of new energy infrastructure, including priority transmission and large-scale generation and storage projects that will secure Western Australia's exit from coal-fired generation; and
 - 10.2. investing a further \$16 million in advancing the Energy Ahead Program to support households experiencing financial hardship to manage energy usage and bills.
11. The Department's ongoing activities promote Western Australia's capabilities and strengthen existing and emerging industries, from renewable energy and critical minerals mining and processing, through to the space, biomedical and international education sectors. This Budget includes investment in Western Australia's space sector (\$6.5 million); the continuation of the Lithium Industry Support Program, including enabling the reuse of Delithiated Beta Spodumene in construction materials (\$5.5 million); support for the health and medical life sciences sector (\$2.2 million); the Digital Industries Acceleration Strategy (\$2.2 million); and the Centre of Decommissioning Australia (\$1 million).
12. The Department will continue to promote Western Australia's industry capabilities, and competitive advantage as a renewable energy powerhouse, to global investment and trade partners. An additional \$12 million will support the promotion of investment opportunities in the State's energy transition, as well as positioning Western Australia as an ideal destination to work, study and do business through targeted global campaign and marketing activity.
13. In science and innovation, the Government will invest a further \$5 million to support Scitech, including for its ongoing operations. The Department will also invest \$2.1 million to implement a new round of the Premier's Science Fellowship Program to attract leading researchers to the State and strengthen Western Australia's innovation ecosystem.
14. The Department is also progressing the development and implementation of an extensive portfolio of industry support programs across grants, loans and equity mechanisms. This is supported by an additional \$5.9 million to enhance resourcing and systems, significantly strengthening the Department's capacity to design, deliver and evaluate priority Government economic development and industry diversification initiatives.

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

Where practical, key performance information for the 2024-25 Actual has been recast for comparability purposes to account for Public Sector Reform changes which took effect from 1 July 2025.

Relationship to Government Goals

Broad Government Goals are supported at agency level by specific outcomes. Agencies deliver services to achieve these outcomes. The following table illustrates the relationship between the Department's Services, the Desired Outcomes and the relevant Government Goal. The Key Effectiveness Indicators measure the extent of impact of the delivery of services on the achievement of desired outcomes. The Key Efficiency Indicators monitor the relationship between the service delivered and the resources used to produce the service.

Government Goal	Desired Outcomes	Services
Delivering Strong Financial and Economic Management: Diversifying our economy and making more things in WA.	Securing Western Australia's future through supporting economic diversification and the energy transition.	1. International Engagement, Trade and Investment 2. Science, Innovation and Industry Development 3. State Development and Project Facilitation 4. Energy Policy 5. Facilitation of the State's New Energy Infrastructure
	Efficient and effective corporate services provided to client agency.	6. Corporate Support - Transitional Arrangements

Service Summary ^(a)

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. International Engagement, Trade and Investment	70,896	157,591	101,307	160,827	113,418	68,608	49,171
2. Science, Innovation and Industry Development	115,685	150,370	134,308	140,412	98,170	95,166	70,730
3. State Development and Project Facilitation....	60,673	67,903	57,453	132,615	122,390	53,803	83,753
4. Energy Policy	43,484	76,820	65,858	134,769	89,315	67,000	83,059
5. Facilitation of the State's New Energy Infrastructure	27,464	45,703	49,478	122,243	63,655	32,524	34,972
6. Corporate Support - Transitional Arrangements	-	3,619	4,357	-	-	-	-
Total Cost of Services	318,202	502,006	412,761	690,866	486,948	317,101	321,685

(a) The 2025-26 Budget has been recast for comparability purposes to account for changes in Services aligning with the Department's updated Outcome Based Management Framework.

Outcomes and Key Effectiveness Indicators ^{(a)(b)}

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
Outcome: Securing Western Australia's future through supporting economic diversification and the energy transition:					
Stakeholder satisfaction with the Department's effectiveness in securing Western Australia's future through supporting economic diversification and the energy transition ^(c)	6.6	7.5	7.5	7.5	
Difference between growth in key industries for economic diversification and growth in Gross State Product ^(d)	-0.76pp	0.25pp	0.90pp	0.25pp	1
Share of Western Australia's merchandise exports in key markets for diversification	12.8%	12%	11.4%	12%	
Progress towards delivery of policy milestones for Energy Policy	74%	80%	80%	80%	
Outcome: Efficient and effective corporate services provided to client agency ^(e)					

(a) Further detail in support of the key effectiveness indicators will be provided in the Department's 2025-26 Annual Report.

(b) The Department's Outcome Based Management Framework reflects changes made through Public Sector Reform.

(c) Expressed as a rating out of 10 and based on the average rating of survey respondents.

(d) This indicator is reported with a one-year time lag due to the timing of release of Commonwealth Government data.

(e) To facilitate the implementation of the Public Sector Reform, the Department provided corporate services to Creative Industries, Tourism and Sport for part of the year. Due to the interim nature of the service, a key effectiveness indicator was not developed.

Explanation of Significant Movements

(Notes)

- The increase in the 2025-26 Estimated Actual compared to the 2025-26 Budget reflects revised expectations of growth in key industries when compared to the previous year. The 2026-27 Budget Target has been set with the aim of continued growth across economic diversification industries relative to the expected rate of growth in the State's overall economy.

Services and Key Efficiency Indicators**1. International Engagement, Trade and Investment**

The Department works to continuously strengthen the State's relationship with key international partners, attract investment and increase trade in products and services. Key activities include offshore market research, international marketing, attracting international students, enhancing the export capabilities of Western Australian businesses and managing international trade and investment opportunities.

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
Total Cost of Service.....	\$'000 70,896	\$'000 157,591	\$'000 101,307	\$'000 160,827	1
Less Income	1,336	262	271	272	
Net Cost of Service	69,560	157,329	101,036	160,555	
Employees (Full-Time Equivalents)	130	131	134	137	
Efficiency Indicator					
Ratio of Total Cost of Services to Gross State Product ^(a)	1:1,442	1:862	1:1,189	1:714	2

(a) For this efficiency indicator, the Total Cost of Services comprises Services 1 to 5.

Explanation of Significant Movements

(Notes)

1. The decrease in the 2025-26 Estimated Actual compared to the 2025-26 Budget, and subsequent increase in the 2026-27 Budget Target compared to the 2025-26 Estimated Actual, is largely due to the retiming of grant expenditure from the Investment Attraction Fund from 2025-26 to future years to align with expected milestone payments.
2. The decline in the 2025-26 Estimated Actual compared to the 2025-26 Budget is driven by both a decrease in Total Cost of Services for Services 1 to 5 and higher than expected nominal Gross State Product. The improvement in the 2026-27 Budget Target compared to the 2025-26 Estimated Actual is mainly due to the increase in Total Cost of Services for Services 1 to 5.

2. Science, Innovation and Industry Development

The Department promotes and enhances science, technology and innovation-related industries and workforce skills. This includes encouraging investment in science to stimulate business growth, facilitating research partnerships, increasing student participation in Science, Technology, Engineering and Mathematics (STEM) subjects and strengthening the State’s capability in the space industry sector. The Department also works with government agencies and the private sector to increase the employment of local workers and the involvement of Western Australian businesses in the advanced manufacturing, digital and energy supply chain for Government and private industry works and contracts.

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	115,685	150,370	134,308	140,412	1
Less Income.....	1,040	591	612	612	
Net Cost of Service.....	114,645	149,779	133,696	139,800	
Employees (Full-Time Equivalents)	100	102	107	109	

Explanation of Significant Movements

(Notes)

1. The decrease in the 2025-26 Estimated Actual compared to the 2025-26 Budget is mostly due to deferred spending on various programs, including the Housing Innovation Fund, Science and Innovation programs and the Native Forestry Transition Plan, to align with the timing of expected milestone payments.

3. State Development and Project Facilitation

The Department develops, coordinates, and facilitates State significant projects and infrastructure to create jobs and grow regional development. Key activities include negotiating and coordinating State Agreements for large energy and resource projects, project prioritisation for complex projects using the lead agency framework, coordinating approvals reform initiatives, and managing the State's SIAs to continue to drive diversification of the Western Australian economy.

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	60,673	67,903	57,453	132,615	1
Less Income.....	9,718	3,343	2,708	342	2
Net Cost of Service.....	50,955	64,560	54,745	132,273	
Employees (Full-Time Equivalents)	110	110	106	107	

Explanation of Significant Movements

(Notes)

1. The decrease in the 2025-26 Estimated Actual compared to the 2025-26 Budget is mostly attributable to the deferral of spending to future years associated with the Collie Industrial Transition Fund and the Strategic Industries Fund. The increase in the 2026-27 Budget Target compared to the 2025-26 Estimated Actual is primarily due to new spending on the NeoSmelt Pilot Project (building on Government's commitment to a Green Iron and Steel Action Plan) and increased spending from the Collie Industrial Transition Fund.
2. The decrease in the 2025-26 Estimated Actual compared to the 2025-26 Budget, and further decrease in the 2026-27 Budget Target compared to the 2025-26 Estimated Actual, is the result of revised spending and industry contributions towards projects associated with the Ashburton North Social Infrastructure Fund (Onslow Community Development Fund) and the expected completion of projects.

4. Energy Policy

The Department facilitates the supply of secure, reliable, sustainable and affordable energy services to the Western Australian community through providing innovating and quality advice and initiatives that shape the energy sector for the benefit of Western Australians now and into the future.

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	43,484	76,820	65,858	134,769	1
Less Income.....	6,268	16,648	16,629	24,009	2
Net Cost of Service.....	37,216	60,172	49,229	110,760	
Employees (Full-Time Equivalents)	102	122	132	132	

Explanation of Significant Movements

(Notes)

1. The decrease in the 2025-26 Estimated Actual compared to the 2025-26 Budget is largely attributable to spending deferred to future years to align with expected contractual payments and program timings for the Residential Battery Scheme and Electric Vehicle Charging Infrastructure Subsidy Scheme. The increase in the 2026-27 Budget Target compared to the 2025-26 Estimated Actual is mostly due to new spending on the Government's Kalgoorlie Vanadium Battery Energy Storage System election commitment as well as increased spending on the Social Housing Energy Performance Initiative.
2. The increase in the 2026-27 Budget Target compared to the 2025-26 Estimated Actual is due to increased Commonwealth Government contributions towards the Social Housing Energy Performance Initiative.

5. Facilitation of the State's New Energy Infrastructure

The Department drives the delivery of new generation, storage and transmission infrastructure to modernise and decarbonise Western Australia's energy systems, strengthen system resilience, and support the State's future energy needs and economic growth.

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	27,464	45,703	49,478	122,243	1
Less Income.....	6,863	2,189	143	149	2
Net Cost of Service.....	20,601	43,514	49,335	122,094	
Employees (Full-Time Equivalents)	71	69	71	75	

Explanation of Significant Movements

(Notes)

1. The increase in the 2026-27 Budget Target compared to the 2025-26 Estimated Actual is largely due to increased spending on renewable hydrogen and energy transition programs.
2. The decrease in the 2025-26 Estimated Actual compared to the 2025-26 Budget is due to lower-than-expected revenue.

6. Corporate Support - Transitional Arrangements ^(a)

Provision of interim corporate support to Creative Industries, Tourism and Sport during the implementation of Public Sector Reform changes.

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service ^(b)	nil	3,619	4,357	n.a.	1
Less Income.....	nil	nil	nil	n.a.	
Net Cost of Service.....	nil	3,619	4,357	n.a.	

(a) To facilitate the implementation of the Public Sector Reform, the Department is providing corporate services to Creative Industries, Tourism and Sport on a temporary basis. Due to the interim nature of the service, a key efficiency indicator has not been developed for the 2026-27 Budget.

(b) Total Cost of Service represents costs incurred and recouped for the provision of corporate services to Creative Industries, Tourism and Sport.

Explanation of Significant Movements

(Notes)

1. The increase in the 2025-26 Estimated Actual compared to the 2025-26 Budget is mostly due to the extension of support provided by the Department on some corporate services functions.

Asset Investment Program

- The Rolling Asset Replacement Program reflects the ongoing investment required to maintain the Department's assets. Estimated total cost and estimated expenditure to 30 June 2026 reflect spending from 2025-26 onwards.

	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							
Rolling Asset Replacement Program.....	1,045	200	200	10	245	245	345
COMPLETED WORKS							
Digital Foundations Program.....	600	600	600	-	-	-	-
Total Cost of Asset Investment Program.....	1,645	800	800	10	245	245	345
FUNDED BY							
Holding Account.....			200	10	245	245	345
Other			600	-	-	-	-
Total Funding			800	10	245	245	345

Financial Statements

The 2024-25 Actual data has been recast for comparability purposes to account for Public Sector Reform changes which took effect from 1 July 2025.

Income Statement

Expenses

- The \$89 million decrease in the Total Cost of Services from the 2025-26 Budget to the 2025-26 Estimated Actual is largely due to the retiming of expenditure from 2025-26 to over the forward estimates period to align with revised expectations on the delivery of a number of programs.
- The \$278 million increase in the Total Cost of Services from the 2025-26 Estimated Actual to the 2026-27 Budget Year is largely the result of the Kalgoorlie Vanadium Battery Energy Storage System election commitment, new spending on Green Iron and Steel (NeoSmelt Pilot Project) and Energy Transition (Community and Industry Engagement), increased spending on Renewable Hydrogen initiatives, Collie Industrial Transition and Social Housing Energy Performance as well as the retiming of expenditure from 2025-26 to 2026-27.
- Deficits are projected over the forward estimates period, largely as a result of equity contributions (in particular, from the Climate Action Fund and Strategic Industries Fund) to fund operational spending.

Income

- Grants and subsidies income over 2024-25 to 2026-27 includes Commonwealth Government contributions towards the Social Housing Energy Performance Initiative.
- The decrease in other revenue in the 2025-26 Estimated Actual and the 2026-27 Budget Year represents the removal of revenue estimates for industry contributions towards PoweringWA operations (these have been converted to service appropriations) and final industry contributions to be received in 2025-26 for projects associated with the Ashburton North Social Infrastructure Fund (Onslow Community Development Fund).

Statement of Financial Position

6. The increase in total assets from the 2025-26 Budget to the 2025-26 Estimated Actual is largely due to restricted cash held in the Western Australian Industry and Technology Development Account as a result of funding received in advance, offset by a decrease in loans receivable. The increase in total assets in the 2026-27 Budget Year and over the forward estimates period is due to an increase in loans receivable as additional loan programs are delivered which is offset by a decrease in restricted cash assets.

Statement of Cashflows

7. Cashflows from investing activities represent investments under the Western Australian Venture Capital Initiative as well as the delivery of loans against the Made in WA Energy Affordability Investment Program, Housing Innovation Fund, Local Battery Manufacturing Program and Nickel Industry Support Program.

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)	71,962	90,403	91,484	92,616	93,042	94,791	94,289
Grants and subsidies ^(c)	195,460	283,624	208,413	459,716	306,928	142,667	138,789
Supplies and services	35,759	88,649	69,585	76,450	57,645	53,215	54,687
Accommodation	5,427	5,985	5,984	5,571	5,561	5,551	5,552
Depreciation and amortisation	2,777	3,053	3,126	2,781	2,781	2,781	2,782
Finance and interest costs.....	202	880	250	7,393	3,988	3,158	2,099
Other expenses.....	6,615	29,412	33,919	46,339	17,003	14,938	23,487
TOTAL COST OF SERVICES	318,202	502,006	412,761	690,866	486,948	317,101	321,685
Income							
Grants and subsidies.....	9,269	16,363	16,363	23,747	5,424	5,424	5,424
Other revenue.....	15,956	6,670	4,000	1,637	2,994	4,352	4,409
Total Income.....	25,225	23,033	20,363	25,384	8,418	9,776	9,833
NET COST OF SERVICES	292,977	478,973	392,398	665,482	478,530	307,325	311,852
INCOME FROM GOVERNMENT							
Service appropriations.....	214,677	333,440	287,559	437,981	339,978	251,001	256,588
Resources received free of charge	1,831	1,944	1,944	2,986	3,044	3,102	2,499
Major Treasurer's Special Purpose Account(s) Royalties for Regions Fund							
Regional Community Services Fund.....	14,018	3,939	3,614	9,300	3,772	1,897	2
Other appropriations.....	-	10,139	4,001	35,134	44,730	1,210	-
Other revenues	651	4,219	4,957	600	600	600	600
TOTAL INCOME FROM GOVERNMENT	231,177	353,681	302,075	486,001	392,124	257,810	259,689
SURPLUS/(DEFICIENCY) FOR THE PERIOD.....	(61,800)	(125,292)	(90,323)	(179,481)	(86,406)	(49,515)	(52,163)

(a) Full audited financial statements are published in the 2024-25 Annual Reports of the Departments of Jobs, Tourism, Science and Innovation, and Energy, Mines, Industry Regulation and Safety.

(b) The full-time equivalents for 2024-25 Actual, 2025-26 Estimated Actual and 2026-27 Budget Year are 513, 550 and 560 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			
Energy Policy							
Australian Energy Market Commission	1,328	1,400	1,400	1,400	1,400	1,400	1,400
Climate Adaptation	-	860	860	1,280	-	-	-
Consumer Advocacy Grants	23	78	78	93	93	93	93
Council of Australian Governments Energy Council	324	330	330	330	330	330	330
Electric Vehicle Charging Infrastructure	1,569	8,473	1,909	5,000	3,000	-	-
Electricity Systems Security Supply Measures	-	-	-	-	20,000	-	-
Energy Ahead Program Extension ^(a)	4,090	-	264	-	-	-	-
Kalgoorlie Vanadium Battery Energy Storage System	-	-	-	50,000	30,000	30,000	40,000
Residential Battery Scheme Management	-	-	4,709	4,593	-	-	-
Facilitation of the State's New Energy Infrastructure							
Ngarluma Green Energy Park Development	-	-	2,700	-	-	-	-
Pilbara Energy Transition Plan	1,280	1,000	3,922	-	-	-	-
Renewable Hydrogen	21,179	15,254	11,814	72,603	25,242	1,895	-
Strategic Industrial Areas	-	-	3,000	5,000	-	-	-
Traditional Owner Participation Support	-	-	1,542	3,000	2,200	2,200	2,200
International Engagement, Trade and Investment							
Access Asia Business Grants	-	600	600	300	300	300	300
International Education	5,213	5,225	5,125	1,625	1,625	1,625	1,625
Invest and Trade Western Australia	1,804	250	250	650	-	-	-
Investment Attraction Fund	26,821	93,891	32,895	103,041	58,715	19,525	-
Other International Engagement, Trade and Investment Grants	22	-	-	-	-	-	-
Perth USAsia Centre	705	705	1,161	1,723	261	-	-
Science, Innovation and Industry Development							
Brandon BioCatalyst	210	210	210	210	210	210	-
Call Centre and Back Office Processing Scheme	245	260	245	1,830	-	5,095	-
Digital Industries	225	3,000	2,315	3,225	500	235	-
Edith Cowan Inner City Campus	15,000	19,000	19,000	-	-	-	-
Housing Innovation Fund	-	13,873	8,373	19,384	-	-	-
Local Capability Fund	4,394	3,665	3,195	2,760	2,000	2,000	2,000
Local Manufacturing Investment Fund	1,328	942	942	-	-	-	-
Lower Carbon Grants and GreenTech Hub ...	6,453	18,400	20,968	7,700	2,300	-	-
Manufacturing Facilities and Local Industry Development Fund	-	1,794	455	4,658	7,764	6,775	-
National Collaborative Research Infrastructure Strategy	7,374	3,889	2,751	4,434	280	10	-
Native Forestry Transition Plan	13,781	6,914	5,484	813	-	-	-
New Industries and Innovation Fund	5,812	10,856	11,125	9,625	9,375	9,375	-
Orbital Corporation Limited	2,486	-	-	-	-	-	-
Other Industry Development Grants	479	-	-	-	-	-	-
Other Innovation Grants	2,400	2,900	2,500	2,800	275	225	-
Perth Observatory	360	510	195	715	400	400	400
Residential Battery Scheme	-	917	400	10,650	10,650	5,101	-
Science Grants	23,715	26,167	24,533	29,407	28,583	26,965	26,197
Space Industry	7,716	3,350	2,790	3,460	2,000	1,500	1,500
STEM	1,557	1,108	1,108	1,108	1,108	108	108
WA Health and Medical Life Sciences Strategy Implementation	1,112	500	500	400	400	400	400
WA Life Sciences Innovation Hub	925	600	600	600	600	600	600
Wind Turbine Manufacturing	100	100	100	100	-	-	-
State Development and Project Facilitation							
Centre of Decommissioning Australia	500	500	500	500	500	-	-
Collie Futures Fund	2,119	1,480	2,302	835	528	-	-
Collie Industrial Transition Fund	3,980	28,330	21,600	44,395	66,800	25,000	61,536
Common-User Timber Processing Facility ...	-	-	-	5,000	-	-	-
Future Energy Exports Cooperative Research Centre	1,000	1,200	1,200	1,200	1,200	1,200	-
Gorgon Gas Carbon Dioxide Injection Project ...	100	100	100	100	100	100	100

	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			
Lithium Industry Support Program	-	-	-	2,540	2,540	-	-
NeoSmelt Pilot Project.....	-	-	-	50,000	25,000	-	-
Onslow Community Development Fund.....	9,540	2,993	2,363	-	-	-	-
Other State Development and Project Facilitation Grants.....	145	-	-	-	-	-	-
Strategic Industrial Areas.....	18,046	2,000	-	629	649	-	-
TOTAL	195,460	283,624	208,413	459,716	306,928	142,667	138,789

(a) Previously Household Energy Efficiency Scheme.

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	52,115	6,969	4,628	457	312	322	371
Restricted cash	119,514	31,014	118,776	67,369	50,697	41,338	41,338
Holding Account receivables	345	345	345	345	345	345	345
Receivables	3,736	5,883	6,146	6,146	6,146	6,146	6,146
Other.....	3,887	4,705	2,487	6,387	12,909	19,141	16,904
Total current assets	179,597	48,916	132,382	80,704	70,409	67,292	65,104
NON-CURRENT ASSETS							
Holding Account receivables	9,283	11,769	11,642	14,342	16,807	19,272	21,638
Property, plant and equipment.....	7,428	4,917	5,948	5,636	5,208	5,064	4,905
Receivables	3,158	2,085	2,429	2,429	2,429	2,429	2,429
Intangibles	111	-	303	303	303	303	303
Other.....	4,630	45,908	17,135	104,337	134,638	159,229	177,134
Total non-current assets	24,610	64,679	37,457	127,047	159,385	186,297	206,409
TOTAL ASSETS	204,207	113,595	169,839	207,751	229,794	253,589	271,513
CURRENT LIABILITIES							
Employee provisions	15,755	14,851	16,323	16,263	16,193	16,139	16,139
Payables	7,731	7,467	7,708	7,661	7,456	7,274	6,919
Borrowings and leases	2,040	1,916	1,941	1,943	1,911	1,917	1,935
Other.....	95	15,025	125	125	125	125	125
Total current liabilities	25,621	39,259	26,097	25,992	25,685	25,455	25,118
NON-CURRENT LIABILITIES							
Employee provisions	4,678	3,962	4,808	4,828	4,846	4,866	4,866
Borrowings and leases	2,814	2,846	2,895	2,936	2,820	2,914	3,029
Other.....	404	25,152	404	404	404	404	404
Total non-current liabilities	7,896	31,960	8,107	8,168	8,070	8,184	8,299
TOTAL LIABILITIES.....	33,517	71,219	34,204	34,160	33,755	33,639	33,417
EQUITY							
Contributed equity	182,961	167,461	238,229	455,666	564,520	637,946	708,255
Accumulated surplus/(deficit).....	(12,489)	(125,292)	(102,812)	(282,293)	(368,699)	(418,214)	(470,377)
Reserves.....	218	207	218	218	218	218	218
Total equity	170,690	42,376	135,635	173,591	196,039	219,950	238,096
TOTAL LIABILITIES AND EQUITY	204,207	113,595	169,839	207,751	229,794	253,589	271,513

(a) Full audited financial statements are published in the 2024-25 Annual Reports of the Departments of Jobs, Tourism, Science and Innovation, and Energy, Mines, Industry Regulation and Safety.

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.....	212,637	330,763	284,809	435,271	337,268	248,291	253,877
Capital appropriation	21,170	28,170	13,231	86,246	46,254	46,252	38,573
Holding Account drawdowns	345	-	200	10	245	245	345
Major Treasurer's Special Purpose Account(s)							
Climate Action Fund	32,512	47,491	29,610	84,408	56,603	21,795	31,736
Digital Capability Fund.....	1,049	2,990	1,190	4,880	-	-	-
Royalties for Regions Fund							
Regional Community Services Fund.....	14,018	3,939	3,614	9,300	3,772	1,897	2
Strategic Industries Fund.....	1,660	8,192	12,311	41,903	5,997	5,379	-
Other.....	626	4,219	4,957	600	600	600	600
Administered appropriations	-	10,139	4,001	35,134	44,730	1,210	-
Net cash provided by Government	284,017	435,903	353,923	697,752	495,469	325,669	325,133
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(69,528)	(90,366)	(91,447)	(92,656)	(93,094)	(94,825)	(94,323)
Grants and subsidies.....	(193,855)	(283,624)	(208,413)	(459,716)	(306,928)	(142,667)	(138,789)
Supplies and services	(33,403)	(87,371)	(68,888)	(74,083)	(55,138)	(50,567)	(52,642)
Accommodation	(5,273)	(5,754)	(5,753)	(5,340)	(5,330)	(5,320)	(5,321)
GST payments	(20,888)	(2,416)	(2,416)	(2,416)	(2,413)	(2,416)	(2,416)
Finance and interest costs.....	(182)	(228)	(244)	(238)	(226)	(228)	(237)
Other payments.....	(8,618)	(28,950)	(33,457)	(45,909)	(16,648)	(14,678)	(23,227)
Receipts (b)							
Grants and subsidies.....	9,191	16,363	16,363	23,747	5,424	5,424	5,424
GST receipts.....	21,055	2,414	2,414	2,414	2,414	2,414	2,414
Other receipts	14,897	6,407	3,737	1,374	2,252	3,042	3,751
Net cash from operating activities	(286,604)	(473,525)	(388,104)	(652,823)	(469,687)	(299,821)	(305,366)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(1,191)	-	(800)	(10)	(245)	(245)	(345)
Other payments.....	(4,393)	(26,000)	(11,000)	(98,251)	(44,000)	(44,000)	(36,329)
Other receipts	-	-	-	-	3,900	11,300	19,200
Net cash from investing activities.....	(5,584)	(26,000)	(11,800)	(98,261)	(40,345)	(32,945)	(17,474)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases.....	(2,073)	(2,183)	(2,244)	(2,246)	(2,254)	(2,252)	(2,244)
Other payments.....	(469)	-	-	-	-	-	-
Net cash from financing activities.....	(2,542)	(2,183)	(2,244)	(2,246)	(2,254)	(2,252)	(2,244)
NET INCREASE/(DECREASE) IN CASH HELD	(10,713)	(65,805)	(48,225)	(55,578)	(16,817)	(9,349)	49
Cash assets at the beginning of the reporting period	182,342	103,788	171,629	123,404	67,826	51,009	41,660
Cash assets at the end of the reporting period	171,629	37,983	123,404	67,826	51,009	41,660	41,709

(a) Full audited financial statements are published in the 2024-25 Annual Reports of the Departments of Jobs, Tourism, Science and Innovation, and Energy, Mines, Industry Regulation and Safety.

(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 (a)	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
Grants and Subsidies							
Commonwealth Grants							
Pilbara Hydrogen Hub.....	6,859	-	-	-	-	-	-
Social Housing Energy Performance							
Upgrades Initiative	2,338	10,939	10,939	18,323	-	-	-
Department of Health - WA Life Sciences							
Innovation Hub	600	600	600	600	600	600	600
Wholesale Electricity Market, Gas Services							
Information and Pilbara Network Rules	3,722	5,424	5,504	5,504	5,504	5,504	5,464
Service Delivery Agreement							
Department of Creative Industries, Tourism							
and Sport.....	-	3,619	4,357	-	-	-	-
GST Receipts							
GST Receipts.....	21,055	2,414	2,414	2,414	2,414	2,414	2,414
Other Receipts							
Australia China Natural Gas Technology							
Partnership Fund	479	-	-	-	-	-	-
Gorgon Carbon Dioxide Gas Injection Project ...	100	100	100	100	100	100	100
Interest Receipts	5	-	-	-	878	1,668	2,370
Onslow Community Development Fund.....	9,540	2,993	2,363	-	-	-	-
Other Receipts	898	839	799	799	799	799	839
Pilbara Energy Transition	-	2,090	-	-	-	-	-
Premier's Science Awards and Innovator of							
the Year.....	173	385	395	395	395	395	402
TOTAL	45,769	29,403	27,471	28,135	10,690	11,480	12,189

(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							
Appropriations	50,365	128,777	126,782	127,051	106,859	79,953	31,160
Ashburton North Social and Critical							
Infrastructure Funds (Onslow Wheatstone)....	6,900	12,786	12,786	-	-	-	-
Interest Received - Loans	313	170	170	-	985	1,500	1,519
Loan Discount Income	-	255	255	307	-	-	-
Other Revenue	726	-	-	-	-	-	5,916
Temporary Fuel Supply in the East Kimberley ..	-	-	10,400	-	-	-	-
TOTAL ADMINISTERED INCOME	58,304	141,988	150,393	127,358	107,844	81,453	38,595
EXPENSES							
Grants to Charitable and Other Public							
Bodies							
Ashburton North Social and Critical							
Infrastructure Funds (Onslow Wheatstone)....	6,900	12,786	12,786	-	-	-	-
Statutory Authorities							
Pilbara Ports Authority - Burrup Port							
Infrastructure Subsidy	6,018	7,473	7,030	6,036	6,243	6,157	6,160
Subsidies and Concessions							
Lithium Industry Support - Rebates.....	-	17,970	26,448	9,150	-	-	-
Residential Battery Scheme - Rebates.....	-	21,875	33,345	25,830	25,616	13,796	-
Other							
Land Agreement Payment - Pilbara	-	-	-	2,500	-	-	-
Loans - Discounting and Other Expenses ..	7,585	9,546	9,546	10,859	8,548	6,611	1,367
Payments to Consolidated Account - Loan							
Repayments.....	2,200	9,465	3,058	42,350	39,283	29,789	27,519
Temporary Fuel Supply in the East Kimberley ..	-	-	10,400	-	-	-	-
TOTAL ADMINISTERED EXPENSES	22,703	79,115	102,613	96,725	79,690	56,353	35,046

Agency Special Purpose Account Details

ASHBURTON NORTH SOCIAL INFRASTRUCTURE FUND

Account Purpose: To quarantine funds received and paid in relation to social infrastructure under the Ashburton North State Development Agreement (Wheatstone Project) in the township of Onslow.

	2024-25 Actual \$'000	2025-26 Budget \$'000	2025-26 Estimated Actual \$'000	2026-27 Budget Year \$'000
Opening Balance	-	-	-	-
Receipts:				
Other	9,540	2,993	2,363	-
	9,540	2,993	2,363	-
Payments	9,540	2,993	2,363	-
CLOSING BALANCE	-	-	-	-

LOWER CARBON GRANTS PROGRAM AND GREENTECH HUB FUND

Account Purpose: To receive and hold financial contributions from Chevron Australia Pty Ltd for the delivery of the Lower Carbon Grants Program and GreenTech Hub Funding Agreement between the State of Western Australia and Chevron Australia Pty Ltd to be applied for the administration and operation of the Lower Carbon Grants Fund, GreenTech Hub and Administrative Funding.

	2024-25 Actual \$'000	2025-26 Budget \$'000	2025-26 Estimated Actual \$'000	2026-27 Budget Year \$'000
Opening Balance	39,701	29,949	32,573	13,565
Payments	7,128	19,008	19,008	8,320
CLOSING BALANCE	32,573	10,941	13,565	5,245

WESTERN AUSTRALIAN INDUSTRY AND TECHNOLOGY DEVELOPMENT ACCOUNT

Account Purpose: Created by the *Industry and Technology Development Act 1998* and records all receipts and payments necessary for the purposes of giving effect to the Act.

	2024-25 Actual \$'000	2025-26 Budget \$'000	2025-26 Estimated Actual \$'000	2026-27 Budget Year \$'000
Opening Balance	93,057	67,715	83,491	90,756
Receipts:				
Appropriations.....	39,009	143,215	100,557	297,666
	132,066	210,930	184,048	388,422
Payments	48,575	174,853	93,292	336,563
CLOSING BALANCE	83,491	36,077	90,756	51,859

Division 14 Creative Industries, Tourism and Sport

Part 4 Jobs and Economic Development

Appropriations, Expenses and Cash Assets ^(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			
DELIVERY OF SERVICES							
Item 50 Net amount appropriated to deliver services	428,988	452,935	456,243	485,258	363,149	286,543	263,839
Item 52 Art Gallery of Western Australia.....	10,528	10,774	10,835	11,143	11,306	11,590	11,860
Item 53 Arts and Culture Trust	20,196	15,002	19,265	24,256	24,420	20,918	21,434
Item 54 Contribution to Community Sporting and Recreation Facilities Fund...	25,573	12,000	12,000	12,000	12,000	12,000	12,000
Item 55 Library Board of Western Australia...	29,679	30,344	30,390	31,302	31,770	32,411	33,035
Item 56 Western Australian Museum	44,897	38,851	40,353	42,359	40,978	41,415	42,440
Amount Authorised by Other Statutes							
- Lotteries Commission Act 1990	45,804	42,362	42,362	44,140	44,998	45,876	45,828
- Salaries and Allowances Act 1975	1,230	1,290	1,290	1,319	1,334	1,367	1,401
Total appropriations provided to deliver services.....	606,895	603,558	612,738	651,777	529,955	452,120	431,837
ADMINISTERED TRANSACTIONS							
Item 51 Amount provided for Administered Grants, Subsidies and Other Transfer Payments	974	985	985	998	988	988	997
CAPITAL							
Item 140 Capital Appropriation.....	210,151	144,111	149,622	196,937	62,528	33,604	19,896
Item 141 Art Gallery of Western Australia....	1,068	218	218	218	218	218	218
TOTAL APPROPRIATIONS	819,088	748,872	763,563	849,930	593,689	486,930	452,948
EXPENSES							
Total Cost of Services	684,555	870,233	915,837	806,196	617,914	544,491	525,052
Net Cost of Services ^(b)	621,075	813,024	872,734	769,101	579,202	505,541	485,919
CASH ASSETS ^(c)	216,000	70,853	84,664	45,564	29,453	29,167	29,262

(a) The 2024-25 Actual has been recast for comparability purposes to account for Public Sector Reform changes which took effect from 1 July 2025.

(b) 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.

(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 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 Commitments					
Binar Community Hub	-	6,000	-	-	-
Dorrien Gardens ^(a)	5,000	5,000	10,000	10,000	-
New Initiatives					
Demand Generation Package	-	8,334	1,120	1,120	1,120
Royal Commission Recommendations for Child Protection.....	-	8,000	-	-	-
World Class Tourism and Hospitality Management School	-	-	5,000	-	-

	2025-26 Estimated Actual \$'000	2026-27 Budget Year \$'000	2027-28 Outyear \$'000	2028-29 Outyear \$'000	2029-30 Outyear \$'000
Ongoing Initiatives					
Artrage Fringe World Festival.....	-	200	1,445	1,445	1,445
Arts Culture Trust Organisational Capacity Alignment	4,000	4,000	4,000	-	-
Asset Renewal and Maintenance Budget Uplift	-	4,385	3,560	2,100	1,000
Business Events Perth	-	5,000	5,000	-	-
CinefestOZ Film Festival.....	621	637	652	669	689
Creative Industries Hub Business Case.....	200	300	-	-	-
Creative Organisations Multi-Year Funding Programs	-	-	3,900	3,900	-
Digital Games Strategy	-	1,000	1,000	-	-
East Fremantle Football Club	218	-	-	-	-
Global Connections Through Local Events Initiative	-	900	-	-	-
Indian Ocean Territories.....	409	-	-	-	-
Jina: Western Australian Aboriginal Tourism Action Plan 2026-30	-	5,000	5,000	5,000	5,000
Kids Access All Areas Passes.....	249	325	-	-	-
KidSport Program	-	5,528	-	-	-
Major Performing Arts Companies Boost.....	-	3,066	3,142	3,221	-
Microsoft Cloud Hosting and Licensing.....	1,403	2,116	-	-	-
National Redress Scheme.....	-	1,517	1,570	-	-
Organisational Capacity Alignment.....	-	21,992	-	-	-
State Library of Western Australia - Better Beginnings.....	-	250	250	250	250
Stolen Generation Redress Scheme	873	1,192	705	695	-
Western Australian Cricket Association					
Aquatic Centre	340	250	250	-	-
Redevelopment Project	8,291	11,109	300	300	300
Western Australian Football Commission	293	-	-	-	-
Western Australian Museum Initiatives	2,697	4,000	2,547	974	476
Other					
2026-27 Tariffs, Fees and Charges	-	134	134	134	134
Art and Culture Trust - Venue Management Agreement	127	95	97	109	120
Fiscal Strategy - Procurement Savings.....	-	(261)	(261)	(261)	(261)
Government Office Accommodation.....	(344)	(353)	(367)	(380)	-
Government Regional Officer Housing	18	18	17	14	124
Non-Government Human Services Sector Indexation.....	2	3	3	25	45
Revisions to <i>Lotteries Commission Act 1990</i> Estimates.....	-	368	638	652	604
RiskCover Fund Insurance Premiums	860	1,393	-	-	-
State Fleet Updates	(561)	(526)	(525)	(519)	(521)

(a) Project transferred from Planning, Lands and Heritage.

Significant Initiatives

Initiatives

1. Tourism Western Australia supports the growth of the State's tourism and events sector and promotes Western Australia as premier holiday destination. The Demand Generation Package provides targeted strategic conversion packages in key and emerging markets. Other key investments for 2026-27 include funding for Business Events Perth for positioning Western Australia at the forefront of national and international business event attraction; and the delivery of priority initiatives under Jina: Western Australian Aboriginal Tourism Action Plan 2026-30.
2. The Government continues to provide children from low-income families with financial assistance to participate in community sport through the KidSport program, with vouchers of \$300 per eligible child in 2026-27.
3. The extension of the Major Performing Arts Companies Boost directly supports the Government's priority to diversify the economy and make more things in Western Australia. As the major employers of artists and cultural workers in Western Australia, sustaining support for the major performing arts companies builds a creative ecosystem that leverages Government investment to attract tourism, private investment, and national partnerships to deliver strong economic returns.

4. The Digital Games and Interactive Technology Fund is an initiative of the Western Australian Screen Industry Strategy. The program has been operating successfully for four years, supporting the development of 22 new digital games in 2024-25 and generating an estimated \$2.2 million in benefits to the Western Australian economy. The continuation of funding provides increased employment and economic diversification outcomes for the Creative Industries, a focus industry under the State's Economic Development Framework Diversify WA.
5. The Department continues to strengthen community wellbeing through targeted investment in infrastructure, delivering key projects across Western Australia that support communities. This includes:
 - 5.1. Binar Community Hub, which will support a range of sport and active recreation opportunities, cultural education, and youth development initiatives; and
 - 5.2. Dorrien Gardens, which will deliver modern sporting facilities and a revitalised precinct.
6. These projects are currently in planning and design and support the WA Government Priorities 2025-2029.

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

Where practical, key performance information for the 2024-25 Actual has been recast for comparability purposes to account for Public Sector Reform changes which took effect from 1 July 2025.

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
Delivering Strong Financial and Economic Management: Diversifying our economy and making more things in WA.	Increased competitiveness and viability of the Western Australian Tourism industry.	1. Destination Marketing 2. Event Tourism 3. Tourism Destination Development
	Provide leadership in the development of Western Australian industry sectors to grow the economy and create jobs.	4. Project Facilitation
	A sustainable arts and culture sector that facilitates attendance and participation in arts and cultural activity.	5. Creative Industries Industry Support
	Effectively managed arts and cultural collections and assets that are continually developed and preserved by the Western Australian Museum and the Art Gallery of Western Australia.	6. Cultural Heritage Management and Conservation Services Provided by the Art Gallery of Western Australia 7. Collections Management, Research and Conservation Services Provided by the Western Australian Museum
	Western Australian communities and visitors to the State have access to and engage with collections and services provided by the State Library of Western Australia, the Western Australian Museum and the Art Gallery of Western Australia.	8. Supporting Access to Cultural Heritage and Education Provided by the Art Gallery of Western Australia 9. Supporting Access to Collections, Knowledge, Expertise and Programs Provided by the Western Australian Museum 10. State Library Services
	Enabling the development of Western Australian public library collections.	11. Public Library Services
	Sustainable, accessible and well-presented culture and arts places and spaces.	12. Provision of Venues and Precincts Delivering Arts and Cultural Experiences
	Efficient and effective asset and infrastructure support service to client agencies.	13. Asset and Infrastructure Support Services to Client Agencies
	Efficient and effective corporate services to client agency.	14. Corporate Support to Client Agency
Ensuring All Western Australians Can Access the Healthcare We Need, When We Need It.	A strong sport and recreation sector that facilitates participation.	15. Sport and Recreation Industry Support
Building Safe and Inclusive Communities.	An inclusive and harmonious society where everyone has a strong sense of belonging, can participate and contribute fully in all aspects of life and can achieve their goals.	16. Office of Multicultural Interests

Service Summary (a)

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. Destination Marketing.....	66,874	71,693	73,182	65,332	41,292	41,624	41,966
2. Event Tourism.....	81,523	91,662	96,799	90,445	91,136	36,836	65,230
3. Tourism Destination Development.....	20,368	27,531	23,716	24,283	20,935	14,742	14,337
4. Project Facilitation.....	564	1,588	1,812	1,412	1,425	1,454	1,467
5. Creative Industries Industry Support.....	86,653	106,117	115,354	106,072	93,907	91,507	88,419
6. Cultural Heritage Management and Conservation Services Provided by the Art Gallery of Western Australia.....	2,281	2,481	2,481	2,630	2,639	2,923	2,923
7. Collections Management, Research and Conservation Services Provided by the Western Australian Museum (a).....	13,815	12,824	14,027	13,713	12,867	12,789	12,618
8. Supporting Access to Cultural Heritage and Education Provided by the Art Gallery of Western Australia (a).....	19,159	15,390	15,451	15,324	15,478	15,478	15,748
9. Supporting Access to Collections, Knowledge, Expertise and Programs Provided by the Western Australian Museum (a).....	45,988	42,933	44,782	42,574	41,959	40,571	41,269
10. State Library Services.....	16,445	16,634	15,725	17,060	17,870	17,410	17,742
11. Public Library Services.....	16,980	18,162	18,162	17,709	17,709	17,709	18,001
12. Provision of Venues and Precincts Delivering Arts and Cultural Experiences...	29,337	24,787	29,075	34,070	34,244	32,978	32,995
13. Asset and Infrastructure Support Services to Client Agencies.....	37,260	37,863	51,079	24,897	18,216	16,716	15,743
14. Corporate Support to Client Agency.....	-	4,408	4,492	-	-	-	-
15. Sport and Recreation Industry Support.....	224,233	375,080	377,657	332,756	197,374	190,831	145,579
16. Office of Multicultural Interests.....	23,075	21,080	32,043	17,919	10,863	10,923	11,015
Total Cost of Services.....	684,555	870,233	915,837	806,196	617,914	544,491	525,052

(a) The Department's Outcomes, Services and Key Performance Information was revised during 2025-26 and where applicable service data has been recast for comparability purposes.

Outcomes and Key Effectiveness Indicators (a)

	2024-25	2025-26	2025-26	2026-27	Note
	Actual	Budget	Estimated Actual	Budget Target	
Outcome: Increased competitiveness and viability of the Western Australian Tourism industry:					
Total dollar amount spent by visitors in Western Australia (b).....	\$17.2 billion	\$18.4 billion	\$19.2 billion	\$19.4 billion	
Total overnight visitors to/within Western Australia (c).....	10.6 million	10.7 million	11 million	11 million	
Western Australia's market share of international visitor spend in Australia.....	8%	8%	9%	9%	
Number of tourism filled jobs (direct and indirect) in Western Australia.....	120,100	121,000	123,280	123,492	
Visitors' likelihood to recommend Western Australia - Net Promoter Score...	84	78	82	80	
Ratio of direct economic return to Tourism WA's investment, for major events sponsored.....	2.8:1	2.4:1	3.1:1	2.4:1	
Outcome: Provide leadership in the development of Western Australian industry sectors to grow the economy and create jobs (d)					
Outcome: A sustainable arts and culture sector that facilitates attendance and participation in arts and cultural activity:					
Ratio of Government funding to other income earned for funded arts and cultural organisations (e).....	1:3.6	1:3.8	1:4	1:3.9	
Percentage of Western Australians attending or participating in an arts and cultural activity (e).....	74%	69%	69%	69%	

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
Outcome: Effectively managed arts and cultural collections and assets that are continually developed and preserved by the Western Australian Museum and the Art Gallery of Western Australia ^(f):					
Percentage of the Art Gallery of Western Australia's collection:					
Stored to the required standard	96%	98%	93%	98%	
Accessible online ^(g)	49%	55%	55%	60%	
Percentage of the Western Australian Museum's collection:					
Stored to the required standard	99%	99%	99%	99%	
Accessible online	19%	19%	19%	19%	
Documented and digitised	30%	31%	33%	36%	
Outcome: Western Australian communities and visitors to the State have access to and engage with collections and services provided by the State Library of Western Australia, the Western Australian Museum and the Art Gallery of Western Australia ^(f):					
Total number of in-person visits to the Art Gallery of Western Australia	448,247	300,000	367,563	367,563	1
Total number of online visits to the Art Gallery of Western Australia	550,964	172,000	451,790	451,790	1
Percentage of on-site visitors to the Art Gallery of Western Australia satisfied with visit overall	92%	84%	84%	84%	
Total number of in-person visits to the Western Australian Museum sites and off-site programs	1,560,417	1,168,079	1,344,417	1,167,597	2
Total number of online visits to the Western Australian Museum	2,902,972	3,166,960	5,248,375	3,575,737	3
Percentage of on-site visitors to the Western Australian Museum sites satisfied with visit	97%	97%	97%	97%	
Total number of in-person visits to the State Library of Western Australia ^(f)	560,105	550,000	600,000	620,000	4
Total number of online visits to the State Library of Western Australia ^(f)	1,330,660	1,350,000	1,333,356	1,350,000	
Percentage of on-site visitors who are satisfied with the State Library of Western Australia's services	93%	95%	92%	95%	
Outcome: Enabling the development of Western Australian public library collections ^(f):					
Per capita expenditure on public library collections by WA Government ^(g)	\$3.21	\$3.13	\$3.13	\$3.08	
Outcome: Sustainable, accessible and well-presented culture and arts places and spaces ^(f):					
Performing Artists User Stakeholder Satisfaction (hirer satisfaction) ^(h)	n.a.	n.a.	80%	85%	
Level of patronage ^(h)	525,056	500,000	500,000	512,500	
Customer satisfaction ^(h)	n.a.	n.a.	80%	85%	
Outcome: Efficient and effective corporate services to client agency ^(f)					
Outcome: A strong sport and recreation sector that facilitates participation:					
Percentage of Western Australians participating in organised sport and recreation	44%	67%	44%	44%	5

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
Outcome: An inclusive and harmonious society where everyone has a strong sense of belonging, can participate and contribute fully in all aspects of life and can achieve their goals:					
Percentage of stakeholders who report that the Office of Multicultural Interests had a positive impact on the promotion and support of multiculturalism	92%	90%	90%	90%	

- (a) Further detail in support of the key effectiveness indicators is provided in the Department's Annual Report.
- (b) Due to a change in methodology for measuring domestic tourism in Australia from 2025 onwards, the 2024-25 Actual for this KPI is based on prior methodology and the 2025-26 Budget on the new methodology.
- (c) Due to a change in methodology of measuring domestic tourism in Australia from 2025 onwards, the 2024-25 Actual result and the 2025-26 Budget have been revised using the new methodology.
- (d) This key effectiveness indicator is under development.
- (e) Due to the application of a revised methodology for the 2024-25 Local Government, Sport and Cultural Industries Annual Report, the Annual Report figure is different to the 2024-25 Actual. The number reported here reflects the currently approved methodology.
- (f) Outcomes and indicators, where applicable, have been updated to more clearly align to the relevant Statutory Cultural Authority.
- (g) This is a new effectiveness measure and the 2024-25 Actual and 2025-26 Budget Target have been back cast based on available historical data.
- (h) These are new effectiveness measures. Where historical data is available, the 2024-25 Actual and 2025-26 Budget Target have been back cast but was not possible for measures based on newly implemented data collection, as no reliable historical data exists.
- (i) To support the implementation of the Public Sector Reform, the Department provided corporate services to Local Government, Industry Regulation and Safety on a temporary basis during 2025-26. Due to the interim nature of the service, a key effectiveness indicator was not developed.

Explanation of Significant Movements

(Notes)

- The increase from the 2025-26 Budget to the 2025-26 Estimated Actual and the 2026-27 Budget Target is primarily due to strong tourism levels, the delivery of several highly successful exhibitions that activated the gallery, and expanded school holiday programming.
- The 2024-25 Actual was higher due to free admission between 15 December 2024 and 31 March 2025. The 2025-26 Estimated Actual is higher when compared to the 2026-27 Budget Target due to the success of the Terracotta Warriors Exhibition at Boola Bardip.
- The 2025-26 Estimated Actual is higher than the 2025-26 Budget due to online visits driven by interest in the Terracotta Warriors Exhibition at Boola Bardip.
- The increase from the 2025-26 Budget to the 2025-26 Estimated Actual and 2026-27 Budget Target reflects the anticipated increase in visitor numbers driven by expanded activities, events and programming in the building, increased student use following the opening of Edith Cowan University and the expected reopening of the Perth Cultural Centre.
- The 2025-26 Budget was based on the now discontinued data series which is not comparable to the new data series which has resulted in an adjustment to the 2026-27 Budget Target.

Services and Key Efficiency Indicators

1. Destination Marketing

Tourism WA, in partnership with the tourism and travel industry, Regional Tourism Organisations, Business Events Perth, Western Australian Indigenous Tourism Operators Council and Tourism Australia, promotes Western Australia as a desirable holiday destination in core intrastate, interstate and international markets and undertakes marketing strategies that maximise the economic benefit to the State.

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
Total Cost of Service.....	\$'000 66,874	\$'000 71,693	\$'000 73,182	\$'000 65,332	1
Less Income	1,783	950	950	950	
Net Cost of Service	65,091	70,743	72,232	64,382	
Employees (Full-Time Equivalents)	61	60	60	60	
Efficiency Indicator Ratio of Tourism WA's Total Cost of Services to total visitor spend in Western Australia ^(a)	1:101	1:95	1:99	1:108	

(a) For this efficiency indicator, the Total Cost of Services comprises Services 1 to 3. Due to a change in methodology for measuring domestic tourism in Australia from 2025 onwards, the 2024-25 Actual for this key efficiency indicator is based on prior methodology, and the 2025-26 Budget target has been revised since the 2025-26 Budget Papers were published.

Explanation of Significant Movements

(Notes)

- The increase from the 2024-25 Actual to the 2025-26 Budget is largely due to recashflowing Aviation Recovery Fund expenditure from 2024-25. The increase from the 2025-26 Budget to the 2025-26 Estimated Actual is largely due to the carryover of Walking on a Dream 2.0 production costs from 2024-25. The decrease from the 2025-26 Estimated Actual to the 2026-27 Budget Target is due to recashflowing funding from the Aviation Recovery Fund to 2025-26 from prior years and is partially offset by new funding approved in 2026-27 for the Demand Generation Package.

2. Event Tourism

Tourism WA develops, attracts and supports events that generate social and economic benefit to the State, and markets Western Australia nationally and internationally.

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
Total Cost of Service.....	\$'000 81,523	\$'000 91,662	\$'000 96,799	\$'000 90,445	1
Less Income	367	206	206	206	
Net Cost of Service	81,156	91,456	96,593	90,239	
Employees (Full-Time Equivalents)	34	34	34	34	

Explanation of Significant Movements

(Notes)

- Event Tourism spending is reflective of budget allocations that are aligned with the sponsorship of major events secured and under development.

3. Tourism Destination Development

This service focuses on tourism supply-side issues; working across government and industry to determine the needs of destinations in terms of access, accommodation, attractions, workforce and amenities.

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	20,368	27,531	23,716	24,283	1
Less Income.....	1,077	2,264	2,264	184	2
Net Cost of Service.....	19,291	25,267	21,452	24,099	
Employees (Full-Time Equivalents)	32	31	33	33	

Explanation of Significant Movements

(Notes)

1. The increase from the 2024-25 Actual to the 2025-26 Budget is mostly due to the recashflowing of expenditure to 2025-26 for the Jina: Western Australian Aboriginal Tourism Action Plan 2021-25, National Park Tourism Experiences Development Programs and election commitment funding for Perth Hills and Swan Valley Tourism Attractions. The decrease from the 2025-26 Budget to the 2025-26 Estimated Actual is also due to retiming of expenditure for the National Park Tourism Experiences Development Program to 2026-27.
2. The decrease from the 2025-26 Estimated Actual to the 2026-27 Budget Target is due to one-off funding received in 2025-26 from the Commonwealth Government for the Strategic Indigenous Tourism Projects Agreement.

4. Project Facilitation

This service develops, coordinates and facilitates State-significant tourism projects and infrastructure to create jobs and grow regional development.

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	564	1,588	1,812	1,412	1
Less Income.....	nil	nil	nil	nil	
Net Cost of Service.....	564	1,588	1,812	1,412	
Employees (Full-Time Equivalents)	3	8	8	8	

Explanation of Significant Movements

(Notes)

1. The increase from the 2024-25 Actual to the 2025-26 Budget is mainly due to the Tourism Investment Delivery Division being established towards the end of 2024-25 with recruitment and full activities commencing in 2025-26.

5. Creative Industries Industry Support

Support the delivery of arts and culture activities across Western Australia through funding programs and partnerships.

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	86,653	106,117	115,354	106,072	1
Less Income	522	528	634	297	
Net Cost of Service	86,131	105,589	114,720	105,775	
Employees (Full-Time Equivalents)	87	96	98	99	
Efficiency Indicator					
Grants operations expense as a percentage of direct grants approved	5%	6%	5%	5%	

Explanation of Significant Movements

(Notes)

- The increase from the 2024-25 Actual to the 2025-26 Budget primarily relates to an uplift in expenditure funded from the Arts Lotteries Account and Perth Film Studios - Targeted Screen Industry Capacity. The 2025-26 Estimated Actual is higher than the 2025-26 Budget and the 2026-27 Budget Target largely due to funding brought forward from the outyears for the Western Australian Production Attraction Program.

6. Cultural Heritage Management and Conservation Services Provided by the Art Gallery of Western Australia

Provide appropriate management, development and care of the State's Art Collection asset under the *Art Gallery Act 1959*.

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	2,281	2,481	2,481	2,630	
Less Income	nil	nil	nil	nil	
Net Cost of Service	2,281	2,481	2,481	2,630	
Employees (Full-Time Equivalents)	9	9	9	9	
Efficiency Indicator					
Average cost of managing the Art Gallery of Western Australia's collection per object	\$121.23	\$129.51	\$131.40	\$138.82	

7. Collections Management, Research and Conservation Services Provided by the Western Australian Museum ^(a)

Provide sustainable care and development of the State's collections for the benefit of present and future generations by ensuring that the collections are actively managed, researched and conserved.

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	13,815	12,824	14,027	13,713	
Less Income.....	4,586	3,233	4,321	4,190	
Net Cost of Service.....	9,229	9,591	9,706	9,523	
Employees (Full-Time Equivalents)	80	92	96	96	
Efficiency Indicator					
Average cost of managing the Western Australian Museum's collection per object ^(b)	\$1.66	\$1.53	\$1.68	\$1.64	

(a) This is a new service that combines the previously separate services 'Collections Management, Research and Conservation Services' and 'Collections Effectively Documented and Digitised', based on their shared focus on the documentation, preservation and stewardship of collections held by the Western Australian Museum.

(b) This is a new efficiency measure that combines the previously separate key efficiency indicators 'Average cost per object of managing the museum collection' and 'Average cost per object of documenting and digitising the State collection'.

8. Supporting Access to Cultural Heritage and Education Provided by the Art Gallery of Western Australia ^(a)

Provide access and interpretation of the State Art Collection and works of art on loan through art gallery services that encourage community engagement with the visual arts in accordance with the *Art Gallery Act 1959*.

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	19,159	15,390	15,451	15,324	
Less Income.....	7,377	7,237	7,237	6,369	
Net Cost of Service.....	11,782	8,153	8,214	8,955	
Employees (Full-Time Equivalents)	62	55	55	55	
Efficiency Indicator					
Average cost per visit to the Art Gallery of Western Australia	\$19.17	\$32.61	\$18.86	\$18.70	1

(a) Service has been reworded to clarify delivery by the Art Gallery of Western Australia.

Explanation of Significant Movements

(Notes)

- The increase from the 2024-25 Actual to the 2025-26 Budget is due to higher in-person and online visits to the Art Gallery of Western Australia in 2024-25 than was expected to occur in 2025-26. The decrease from the 2025-26 Budget to the 2025-26 Estimated Actual is due to higher in-person and online visits to the Art Gallery of WA in 2025-26 than was anticipated, attributed to strong tourism levels across Western Australia, delivery of several highly successful exhibitions and expanded school holiday programming.

9. Supporting Access to Collections, Knowledge, Expertise and Programs Provided by the Western Australian Museum ^(a)

Enriching cultural identity and fostering greater cultural understanding by providing equitable access to its collections, exhibitions, and programs through its metropolitan and regional sites and website.

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	45,988	42,933	44,782	42,574	
Less Income.....	10,607	10,822	10,889	6,729	1
Net Cost of Service.....	35,381	32,111	33,893	35,845	
Employees (Full-Time Equivalents)	143	164	168	171	
Efficiency Indicator					
Average cost per visit to the Western Australian Museum's content, exhibitions, programs, expertise and collections	\$10.30	\$9.90	\$6.79	\$8.98	2

(a) This is a new service that combines the previously separate services 'Public Sites, Public Programs and Collections Accessed On-Site', 'Online Access to Collections, Expertise and Programs', and 'Museum Services to the Regions', based on their shared focus on enhancing public access to the Western Australian Museum's programs and collections - whether in-person, online or across regional communities.

Explanation of Significant Movements

(Notes)

1. The decrease in the 2025-26 Estimated Actual to the 2026-27 Budget Target is largely due to funding received from the City of Albany and the Minderoo Foundation in 2025-26.
2. The decrease from the 2025-26 Budget to the 2025-26 Estimated Actual is due to greater attendance as a result of the successful Terracotta Warriors Exhibition at Boola Bardip.

10. State Library Services

Ensure that the community has equitable access to the State Library's collections, services and programs.

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	16,445	16,634	15,725	17,060	1
Less Income.....	689	395	395	362	
Net Cost of Service.....	15,756	16,239	15,330	16,698	
Employees (Full-Time Equivalents)	115	116	116	116	
Efficiency Indicator					
Average cost per visit to the State Library of Western Australia ^(a)	\$8.33	\$8.55	\$7.93	\$8.48	

(a) The indicator has been updated and recast to reflect a new calculation methodology.

Explanation of Significant Movements

(Notes)

1. The increase from the 2025-26 Estimated Actual to the 2026-27 Budget Target is due to the recashflowing of expenditure for At-Risk Media digitisation projects from 2025-26 to 2026-27.

11. Public Library Services

Support local governments in providing public library collections, services and programs.

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	16,980	18,162	18,162	17,709	
Less Income	592	528	528	484	
Net Cost of Service	16,388	17,634	17,634	17,225	
Employees (Full-Time Equivalents)	23	22	22	22	
Efficiency Indicator					
Percentage of WA Government's public library funding spend on public library collections ^(a)	100%	100%	100%	100%	

(a) New efficiency measure to more accurately reflect the State Library of Western Australia's role as the funding conduit for the Government, supporting the development of public library collections. It reflects the extent to which planned investments in public library collections were executed as intended.

12. Provision of Venues and Precincts Delivering Arts and Cultural Experiences

Endeavour to improve attendances and venue activation, and therefore financial returns for the Arts and Culture Trust (ACT), whilst ensuring that the buildings owned and leased by ACT are fit-for-purpose and managed appropriately.

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	29,337	24,787	29,075	34,070	1
Less Income	11,995	11,556	11,556	10,337	
Net Cost of Service	17,342	13,231	17,519	23,733	
Employees (Full-Time Equivalents)	97	117	117	117	
Efficiency Indicators					
Subsidy provided to resident companies ^(a)	27%	27%	20%	27%	
Commercial expenses ratio ^(a)	46%	54%	45%	43%	

(a) New efficiency measures. The 2024-25 Actual and 2025-26 Budget Target have been back cast based on historical data.

Explanation of Significant Movements

(Notes)

- The 2025-26 Budget is lower than the 2024-25 Actual due to additional investment in 2024-25 to develop the organisational capacity of the Art and Culture Trust. It is also a contributing factor for the increase from the 2025-26 Budget to the 2025-26 Estimated Actual and the 2026-27 Budget Target.

13. Asset and Infrastructure Support Services to Client Agencies

Provision of efficient and effective asset and infrastructure support services to client agencies.

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	37,260	37,863	51,079	24,897	1
<i>Less Income</i>	1,072	1,557	1,557	1,557	
Net Cost of Service	36,188	36,306	49,522	23,340	
Employees (Full-Time Equivalents)	76	63	64	64	

Explanation of Significant Movements

(Notes)

1. The increase from the 2025-26 Budget to the 2025-26 Estimated Actual was largely due to reflowing of payments for various maintenance projects from 2024-25. It also largely explains the decrease in expenditure from the 2025-26 Estimated Actual to the 2026-27 Budget Target.

14. Corporate Support to Client Agency

Provision of interim corporate support by Local Government, Industry Regulation and Safety during the implementation of Public Sector Reform changes.

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	nil	4,408	4,492	nil	
<i>Less Income</i>	nil	nil	nil	nil	
Net Cost of Service	nil	4,408	4,492	nil	

15. Sport and Recreation Industry Support

Provision of support to maintain a strong sport and recreation sector that facilitates participation.

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	224,233	375,080	377,657	332,756	1
Less Income.....	22,617	17,853	6,707	5,350	2
Net Cost of Service.....	201,616	357,227	370,950	327,406	
Employees (Full-Time Equivalents)	216	233	238	244	
Efficiency Indicators					
Average cost of providing support services to sector/funded organisations...	\$12,942	\$20,786	\$26,662	\$25,277	3
Grant operations expense as a percentage of direct grants approved.....	1%	1%	1%	1%	
Average cost per recreation camp experience.....	\$64	\$76	\$81	\$76	

Explanation of Significant Movements

(Notes)

1. The increase from the 2024-25 Actual to the 2025-26 Budget and the 2025-26 Estimated Actual has been largely driven by the establishment of the Western Australia-based National Rugby League team and additional investment into sport and recreation infrastructure. The decrease from the 2025-26 Estimated Actual to the 2026-27 Budget Target is largely due to several larger sporting and recreation projects forecasted to be completed in 2025-26.
2. The decrease from the 2025-26 Budget to the 2025-26 Estimated Actual is due to the reclassification of funds from the City of Perth for the Western Australian Cricket Association Aquatic Facility as Administered Income.
3. The increase from the 2025-26 Budget to the 2025-26 Estimated Actual reflects the updated treatment and timing of grant-related transactions.

16. Office of Multicultural Interests

Working to achieve the full potential of multiculturalism in Western Australia.

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	23,075	21,080	32,043	17,919	1
Less Income.....	196	80	371	80	
Net Cost of Service.....	22,879	21,000	31,672	17,839	
Employees (Full-Time Equivalents)	39	38	39	39	
Efficiency Indicator					
Average cost per project to support and promote multiculturalism.....	\$147,435	\$175,500	\$176,000	\$152,240	2

Explanation of Significant Movements

(Notes)

1. The 2025-26 Estimated Actual is higher than the 2025-26 Budget and the 2026-27 Budget Target largely due to grant funding brought forward from 2026-27 for the Indian Society of Western Australia, the Vietnamese Community in Australia - WA Chapter, and the Vaishnav Sangh - Shreenathdham Haveli Cultural and Community Centre.
2. The 2025-26 Budget and 2025-26 Estimated Actual are higher than the 2024-25 Actual due to a realignment of and optimisation of resourcing across the Department to meet required activities and functions.

Asset Investment Program

1. The Department's Asset Investment Program currently includes the following major projects:

- 1.1. \$233.5 million for the Perth Film Studios;
- 1.2. \$173.3 million for the redevelopment of the Perth Concert Hall;
- 1.3. \$163.2 million for the Australian Hockey Centre; and
- 1.4. \$60 million for the Perth Cultural Centre.

	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							
Aboriginal Cultural Centre	49,652	19,403	9,408	1,046	2,819	7,184	19,200
Art Gallery of Western Australia Vision	10,000	5,000	5,000	5,000	-	-	-
Art Gallery of Western Australia Vision - Art Acquisition	2,402	1,530	218	218	218	218	218
Australian Hockey Centre	163,199	43,794	36,217	87,397	32,008	-	-
Malaga Sports Precinct	7,107	5,000	5,000	2,107	-	-	-
Perth Concert Hall Redevelopment	173,310	55,675	39,735	75,189	19,484	21,962	-
Perth Cultural Centre	59,962	46,659	31,549	11,842	2,461	-	-
Perth Film Studios	233,476	231,814	59,382	716	946	-	-
Recreation Camps	1,081	441	160	160	160	160	160
State Library of Western Australia - State Reference Library Materials	7,982	3,082	1,225	1,225	1,225	1,225	1,225
Tourism - Rolling Asset Replacement Program	5,231	2,731	795	625	625	625	625
COMPLETED WORKS							
Art Gallery of Western Australia - Rooftop Shade	850	850	850	-	-	-	-
Arts and Culture Trust - Critical Equipment Replacement	1,212	1,212	1,212	-	-	-	-
His Majesty's Theatre - Restoration and Upgrade Stage Three	14,790	14,790	700	-	-	-	-
PICA Air-Conditioning Installation	1,950	1,950	1,950	-	-	-	-
WA Maritime Museum Cladding Replacement	3,240	3,240	3,240	-	-	-	-
Western Australian Museum - Other Projects	199	199	199	-	-	-	-
NEW WORKS							
Automated Fly System Control Upgrade - State Theatre Centre of Western Australia	5,641	-	-	5,641	-	-	-
Total Cost of Asset Investment Program	741,284	437,370	196,840	191,166	59,946	31,374	21,428
FUNDED BY							
Capital Appropriation			135,882	195,326	57,912	28,237	19,825
Funding included in Department of Treasury and Finance - Administered Item			20,000	-	-	-	-
Holding Account			1,860	1,860	1,860	1,860	1,860
Internal Funds and Balances			38,899	(6,020)	174	1,277	(257)
Other Grants and Subsidies			199	-	-	-	-
Total Funding			196,840	191,166	59,946	31,374	21,428

Financial Statements

The 2024-25 Actual data has been recast for comparability purposes to account for Public Sector Reform changes which took effect from 1 July 2025.

Income Statement

Expenses

- The increase in Total Cost of Service from the 2025-26 Budget to the 2025-26 Estimated Actual is primarily due to recashflowing of various projects across the Department's portfolios from 2024-25 and grant funding brought forward from 2026-27 for the Indian Society of Western Australia, the Vietnamese Community in Australia - WA Chapter, and the Vaishnav Sangh - Shreenathdham Haveli Cultural and Community Centre.

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)	141,385	154,656	161,004	163,424	143,771	141,749	143,870
Grants and subsidies ^(c)	291,884	416,807	449,177	372,177	232,913	218,187	165,761
Supplies and services	170,105	203,311	205,849	195,315	169,858	112,537	140,367
Accommodation	38,470	47,460	60,009	35,135	31,587	32,361	31,638
Depreciation and amortisation	18,965	18,102	19,284	23,949	23,952	23,951	23,950
Finance and interest costs.....	35	54	61	2,417	2,272	1,873	3,256
Other expenses.....	23,711	29,843	20,453	13,779	13,561	13,833	16,210
TOTAL COST OF SERVICES	684,555	870,233	915,837	806,196	617,914	544,491	525,052
Income							
Sale of goods and services.....	26,265	28,734	27,734	24,774	27,481	28,149	28,849
Regulatory fees and fines.....	-	1	1	1	1	1	1
Grants and subsidies.....	17,260	17,014	8,328	5,580	4,590	4,160	3,705
Other revenue.....	19,955	11,460	7,040	6,740	6,640	6,640	6,578
Total Income.....	63,480	57,209	43,103	37,095	38,712	38,950	39,133
NET COST OF SERVICES	621,075	813,024	872,734	769,101	579,202	505,541	485,919
INCOME FROM GOVERNMENT							
Service appropriations.....	606,895	603,558	612,738	651,777	529,955	452,120	431,837
Resources received free of charge	860	1,374	1,374	1,374	1,374	1,374	1,374
Major Treasurer's Special Purpose Account(s)							
Asset Maintenance Fund	28,049	19,313	19,313	1,486	754	-	-
National Redress Scheme	1,415	1,444	1,444	1,517	1,570	-	-
Royalties for Regions Fund							
Regional Community Services Fund.....	39,294	30,834	32,205	33,945	31,713	54,230	26,750
Regional Infrastructure and Headworks							
Fund.....	182	140	115	140	140	140	140
Other appropriations.....	-	50,257	50,257	31,389	-	-	13,300
Other revenues	8,958	3,143	7,931	2,790	2,514	1,347	1,353
TOTAL INCOME FROM GOVERNMENT	685,653	710,063	725,377	724,418	568,020	509,211	474,754
SURPLUS/(DEFICIENCY) FOR THE PERIOD.....	64,578	(102,961)	(147,357)	(44,683)	(11,182)	3,670	(11,165)

(a) Full audited financial statements are published in the 2024-25 Annual Reports of the Departments of Local Government, Sport and Cultural Industries and Jobs, Tourism, Science and Innovation.

(b) The full-time equivalents for 2024-25 Actual, 2025-26 Estimated Actual and 2026-27 Budget Year are 1,077, 1,157 and 1,167 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			
2027 Rugby World Cup.....	1,000	4,000	4,000	4,000	-	-	-
Aboriginal Tourism.....	5,084	-	-	-	-	-	-
Access All Areas Kids Vouchers.....	-	1,250	1,250	1,250	-	-	-
Affordable Airfares.....	2,614	3,000	3,000	3,000	-	-	-
Artrage Fringe Festival.....	1,025	1,000	1,000	1,075	1,445	1,445	1,445
Arts Lotteries Account.....	26,253	29,327	29,600	27,528	22,499	22,938	22,914
Arts Projects and Programs.....	9,231	9,280	8,733	9,280	9,280	9,280	9,280
CaLD							
Community Capital Works Fund.....	10,625	-	3,497	-	-	-	-
Community Grants Program.....	1,628	1,250	1,250	1,250	1,250	1,250	1,250
Community Languages Program.....	985	2,376	3,876	2,407	2,440	2,440	2,440
Other Projects and Programs.....	120	-	-	-	-	-	-
Child Protection Recommendations.....	-	-	-	8,000	-	-	-
Chung Wah Association Community Centre....	-	4,750	4,750	4,500	-	-	-
CinefestOz Film Festival (a).....	621	201	822	637	652	669	689
Club Night Lights Program.....	3,384	2,500	2,916	2,500	2,500	2,500	2,500
Community Facilities and Infrastructure							
Creative Industries.....	-	1,022	1,062	2,760	3,000	-	-
Multicultural Interests.....	500	3,029	8,794	1,250	-	-	-
Sport and Recreation.....	-	65,219	46,179	86,410	23,600	35,500	8,000
Community Sporting and Recreation Facilities Fund.....	15,759	20,209	20,859	21,000	21,000	16,592	16,592
Community Sporting and Recreation Facilities Fund - Female Changerooms Fund.....	-	500	1,000	500	500	500	500
Connecting to Country.....	435	500	500	500	500	500	500
Contemporary Music Fund.....	839	1,125	1,036	1,125	1,125	1,125	1,125
Creative Learning Program.....	1,941	1,763	1,763	1,763	1,763	1,763	1,763
Digital Games and Interactive Fund (a).....	1,000	1,000	1,000	1,000	1,000	-	-
Event Tourism.....	4,151	5,615	16,615	3,665	-	-	-
Global Connections Through Local Events.....	2,107	900	900	900	-	-	-
KidSport.....	10,943	8,978	8,850	9,442	4,624	4,624	4,624
Kimberley Support Programs.....	787	-	-	-	-	-	-
Live Music Support Package.....	-	525	271	315	332	332	-
Major Performing Arts Companies Boost (a).....	2,919	2,991	2,991	3,066	3,142	3,221	-
Motorsport Package.....	-	-	-	6,550	3,000	-	-
National Rugby League - Perth Bears and Grassroots Development.....	-	50,838	50,838	-	-	-	-
Other Creative Industries Grants.....	3,981	2,669	3,769	2,586	2,092	2,092	2,092
Other Sports and Recreation Grants (a).....	8,723	9,886	11,264	1,886	1,286	1,286	1,286
Other Tourism Industry Grants and Contributions.....	1,496	800	800	800	800	800	800
Outdoor and Adventure Tourism.....	-	1,000	1,000	3,200	-	-	-
Partnership Acceptance Learning Sharing.....	434	695	956	695	695	695	695
Perth Film Studio - Targeted Screen Industry Capacity.....	-	5,000	5,000	-	-	-	-
Public Library Strategy and Materials.....	8,714	8,467	8,467	8,467	8,327	8,327	8,327
Regional Athlete Support Program.....	1,194	1,500	1,539	1,500	1,500	1,500	1,500
Regional Creative Industries Fund.....	6,778	7,316	7,316	6,758	6,410	6,393	6,375
Screen Industry Workforce Development.....	2,530	2,633	2,633	2,949	3,023	-	-
Screen Organisation Investment Program.....	3,797	3,814	3,814	3,832	3,832	3,832	3,832
Sports Infrastructure Grants (a).....	45,374	81,785	74,300	52,175	23,640	13,125	-
Sports Lotteries Account.....	26,754	24,762	28,625	22,070	22,499	22,938	22,914
Sports Wagering Account.....	3,595	4,300	8,343	4,300	4,500	4,500	4,500
State Sporting Infrastructure Fund.....	497	3,284	4,087	2,000	2,000	2,000	2,000
Tourism Workforce Development.....	845	-	-	-	-	-	-
Western Australian Cricket Association							
Ground Redevelopment.....	39,660	1,200	20,453	7,251	250	-	-
Western Australian Football Commission.....	13,696	14,073	14,073	14,424	14,785	15,155	15,155
Western Australian Institute of Sport.....	9,916	6,416	6,416	6,816	7,316	7,316	7,316
Western Australian Production Attraction Incentive.....	5,949	8,559	13,559	10,349	8,347	8,347	11,347
Western Australian Regional Screen Fund.....	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Women's Sports Boost.....	-	1,500	1,411	10,446	10,059	7,302	-
TOTAL.....	291,884	416,807	449,177	372,177	232,913	218,187	165,761

(a) The presentation of these grants has changed from 2025-26 Budget.

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	150,953	26,642	36,909	10,891	1,301	956	1,054
Restricted cash	88,974	36,962	41,235	28,153	21,632	21,691	21,688
Holding Account receivables	2,244	2,105	2,580	2,825	2,825	2,825	2,825
Receivables	15,573	12,912	15,394	15,352	15,388	15,388	15,388
Other.....	14,377	17,046	17,775	17,775	17,775	17,775	15,775
Total current assets	272,121	95,667	113,893	74,996	58,921	58,635	56,730
NON-CURRENT ASSETS							
Holding Account receivables	269,533	286,498	286,049	306,662	327,520	348,378	369,970
Property, plant and equipment ^(b)	2,050,987	1,993,373	2,231,358	2,399,686	2,436,317	2,442,205	2,436,917
Receivables	5,095	5,263	6,059	6,596	1,222	1,222	1,222
Intangibles	(185)	4,925	2,410	948	-	-	-
Restricted cash	-	783	397	397	397	397	397
Other ^(b)	47,339	83,417	52,744	53,907	57,168	58,107	46,107
Total non-current assets	2,372,769	2,374,259	2,579,017	2,768,196	2,822,624	2,850,309	2,854,613
TOTAL ASSETS	2,644,890	2,469,926	2,692,910	2,843,192	2,881,545	2,908,944	2,911,343
CURRENT LIABILITIES							
Employee provisions	31,099	33,760	33,059	33,532	28,788	28,788	28,788
Payables	31,359	38,706	35,560	40,373	40,444	39,075	39,075
Borrowings and leases	209	372	396	395	393	411	364
Other.....	8,400	6,981	8,837	8,901	8,237	8,237	11,427
Total current liabilities	71,067	79,819	77,852	83,201	77,862	76,511	79,654
NON-CURRENT LIABILITIES							
Employee provisions	5,439	5,825	5,366	5,366	5,366	5,366	5,366
Borrowings and leases	683	604	691	561	458	484	302
Other.....	-	41,081	41,081	33,661	25,863	17,667	9,136
Total non-current liabilities	6,122	47,510	47,138	39,588	31,687	23,517	14,804
TOTAL LIABILITIES.....	77,189	127,329	124,990	122,789	109,549	100,028	94,458
EQUITY							
Contributed equity	1,626,743	1,686,390	1,775,284	1,972,925	2,035,584	2,068,740	2,087,796
Accumulated surplus/(deficit).....	475	(103,436)	(147,832)	(192,990)	(204,172)	(200,502)	(211,667)
Reserves.....	940,483	759,643	940,468	940,468	940,584	940,678	940,756
Total equity	2,567,701	2,342,597	2,567,920	2,720,403	2,771,996	2,808,916	2,816,885
TOTAL LIABILITIES AND EQUITY	2,644,890	2,469,926	2,692,910	2,843,192	2,881,545	2,908,944	2,911,343

(a) Full audited financial statements are published in the 2024-25 Annual Reports of the Departments of Local Government, Sport and Cultural Industries and Jobs, Tourism, Science and Innovation.

(b) Variances between the 2025-26 Budget figure and 2025-26 Estimated Actual onwards reflect a remapping of some assets from Property, plant and equipment to Other; total amounts are unaffected.

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.....	587,737	585,141	594,308	629,059	507,237	429,402	408,385
Capital appropriation.....	211,219	144,329	149,840	197,155	62,746	33,822	20,114
Administered equity contribution.....	-	20,000	20,000	-	-	-	-
Holding Account drawdowns.....	1,860	1,860	1,860	1,860	1,860	1,860	1,860
Major Treasurer's Special Purpose Account(s)							
Asset Maintenance Fund.....	28,049	19,313	19,313	1,486	754	-	-
Climate Action Fund.....	500	-	-	-	-	-	-
Digital Capability Fund.....	12,953	3,079	2,373	1,138	598	-	-
National Redress Scheme.....	1,415	1,444	1,444	1,517	1,570	-	-
Royalties for Regions Fund							
Regional Community Services Fund.....	38,844	30,834	32,205	33,945	31,713	54,230	26,750
Regional Infrastructure and Headworks							
Fund.....	182	140	115	140	140	140	140
Other.....	-	7,661	7,937	2,796	2,520	1,353	1,353
Administered appropriations.....	-	50,257	50,257	31,389	-	-	13,300
Net cash provided by Government.....	882,759	864,058	879,652	900,485	609,138	520,807	471,902
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(144,834)	(154,129)	(160,477)	(162,897)	(149,134)	(141,739)	(143,859)
Grants and subsidies.....	(292,847)	(370,969)	(403,543)	(377,176)	(242,913)	(228,187)	(165,761)
Supplies and services.....	(120,142)	(148,366)	(151,386)	(149,992)	(137,591)	(80,270)	(98,458)
Accommodation.....	(36,625)	(47,420)	(59,969)	(35,095)	(31,547)	(32,321)	(31,598)
GST payments.....	(63,609)	(22,287)	(22,287)	(22,287)	(22,287)	(22,287)	(22,287)
Finance and interest costs.....	-	(54)	(61)	(79)	(70)	(69)	(66)
Other payments.....	(73,657)	(87,639)	(77,767)	(59,955)	(46,226)	(46,497)	(50,147)
Receipts (b)							
Regulatory fees and fines.....	-	1	1	1	1	1	1
Grants and subsidies.....	26,481	17,062	8,376	5,628	4,633	4,203	3,712
Sale of goods and services.....	29,109	27,926	26,926	23,966	26,652	27,320	28,020
GST receipts.....	64,010	22,287	22,287	22,287	22,287	22,287	22,287
Other receipts.....	38,458	7,465	7,557	7,257	7,162	7,162	7,100
Net cash from operating activities.....	(573,656)	(756,123)	(810,343)	(748,342)	(569,033)	(490,397)	(451,056)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(183,213)	(172,661)	(196,840)	(191,166)	(59,946)	(31,374)	(21,428)
Other payments.....	(1,113)	(11,039)	(3,750)	(1,500)	(4,500)	(5,250)	(5,434)
Other receipts.....	-	840	840	2,337	3,239	6,311	6,495
Net cash from investing activities.....	(184,326)	(182,860)	(199,750)	(190,329)	(61,207)	(30,313)	(20,367)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases.....	(368)	(322)	(357)	(377)	(383)	(383)	(384)
Other payments.....	(1,202)	(538)	(538)	(537)	-	-	-
Other proceeds.....	-	-	-	-	5,374	-	-
Net cash from financing activities.....	(1,570)	(860)	(895)	(914)	4,991	(383)	(384)
NET INCREASE/(DECREASE) IN CASH HELD.....	123,207	(75,785)	(131,336)	(39,100)	(16,111)	(286)	95
Cash assets at the beginning of the reporting period.....	92,793	146,638	216,000	84,664	45,564	29,453	29,167
Cash assets at the end of the reporting period.....	216,000	70,853	84,664	45,564	29,453	29,167	29,262

(a) Full audited financial statements are published in the 2024-25 Annual Reports of the Departments of Local Government, Sport and Cultural Industries and Jobs, Tourism, Science and Innovation.

(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 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
Grants and Subsidies							
Direct Grants and Subsidies Receipts.....	13,750	11,418	168	668	668	668	668
Provision of Services to the Commonwealth....	5,481	2,781	1,110	701	701	701	701
Sale of Goods and Services							
Other.....	574	455	455	478	490	501	501
Revenue Received for the Provision of Accommodation and Recreation Programs	4,839	5,215	5,215	5,305	5,305	5,305	5,305
GST Receipts							
GST Input Credits	51,091	15,245	15,245	15,245	15,245	15,245	15,245
GST Receipts on Sales	8,691	3,198	785	785	785	785	785
Other Receipts							
Other Receipts	3,398	1,853	1,178	1,170	1,170	1,171	1,159
Rental Income.....	453	837	837	837	837	837	837
TOTAL	88,277	41,002	24,993	25,189	25,201	25,213	25,201

(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 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
INCOME							
Other							
Combat Sports Commission Appropriation ...	974	985	985	998	988	988	997
Other Administered Revenue	-	-	11,250	-	-	-	-
TOTAL ADMINISTERED INCOME	974	985	12,235	998	988	988	997
EXPENSES							
Other							
Combat Sports Commission Expenditure ...	974	985	985	998	988	988	997
Other Administered Expenditure	-	-	11,250	-	-	-	-
TOTAL ADMINISTERED EXPENSES	974	985	12,235	998	988	988	997

Agency Special Purpose Account Details**ARTS LOTTERIES ACCOUNT**

Account Purpose: The purpose of the Account is to hold moneys received, pursuant to section 22(2)(d) and 22(5) of the *Lotteries Commission Act 1990*, to be applied in such proportions and among such bodies engaged in the conduct of cultural activities in the State as the Minister for the Arts thinks fit.

	2024-25 Actual \$'000	2025-26 Budget \$'000	2025-26 Estimated Actual \$'000	2026-27 Budget Year \$'000
Opening Balance	17,173	13,604	13,877	5,458
Receipts:				
Appropriations.....	22,957	21,181	21,181	22,070
	40,130	34,785	35,058	27,528
Payments	26,253	29,327	29,600	27,528
CLOSING BALANCE	13,877	5,458	5,458	-

COMMUNITY SPORTING AND RECREATION FACILITIES ACCOUNT

Account Purpose: The Fund holds moneys appropriated for the purpose of making grants for the development of public sporting and recreation facilities and for the management and administration of those grants.

	2024-25 Actual \$'000	2025-26 Budget \$'000	2025-26 Estimated Actual \$'000	2026-27 Budget Year \$'000
Opening Balance	24,296	33,441	34,091	25,232
Receipts: Appropriations.....	25,591	12,000	12,000	12,000
	49,887	45,441	46,091	37,232
Payments	15,796	20,869	20,859	21,000
CLOSING BALANCE	34,091	24,572	25,232	16,232

SPORTS LOTTERIES ACCOUNT

Account Purpose: The purpose of the Account is to hold moneys received, pursuant to section 22(2)(c) and 22(4) of the *Lotteries Commission Act 1990*, to be applied in such proportions and among such bodies engaged in the conduct of sport in the State as the Minister for Sport and Recreation thinks fit.

	2024-25 Actual \$'000	2025-26 Budget \$'000	2025-26 Estimated Actual \$'000	2026-27 Budget Year \$'000
Opening Balance	11,787	3,581	7,444	-
Receipts: Appropriations.....	22,973	21,181	21,181	22,070
	34,760	24,762	28,625	22,070
Payments	27,316	24,762	28,625	22,070
CLOSING BALANCE	7,444	-	-	-

SUNSET RESERVE ACCOUNT

Account Purpose: To hold funds, pursuant to section 16(3) of the *Sunset Reserve Transformation Act 2014*, for the purpose of conserving and managing the Sunset Reserve and provide for reserve and planning changes in transforming the former Sunset Hospital site into an arts, cultural and community asset.

	2024-25 Actual \$'000	2025-26 Budget \$'000	2025-26 Estimated Actual \$'000	2026-27 Budget Year \$'000
Opening Balance	553	553	657	-
Receipts: Appropriations.....	600	235	235	235
	1,153	788	892	235
Payments	496	788	892	235
CLOSING BALANCE	657	-	-	-

Division 15 Primary Industries and Regional Development

Part 4 Jobs and Economic Development

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 57 Net amount appropriated to deliver services	319,307	290,631	342,067	316,349	276,480	272,579	267,483
Amount Authorised by Other Statutes							
- Biosecurity and Agriculture Management Act 2007	3,475	3,574	3,574	3,574	3,574	3,574	3,574
- Salaries and Allowances Act 1975	3,439	3,707	3,707	3,952	4,118	4,118	4,221
Total appropriations provided to deliver services.....	326,221	297,912	349,348	323,875	284,172	280,271	275,278
ADMINISTERED TRANSACTIONS							
Item 58 Amount provided for Administered Grants, Subsidies and Other Transfer Payments	1,550	1,550	1,550	1,550	1,550	1,550	1,550
CAPITAL							
Item 142 Capital Appropriation.....	54,605	163,200	23,449	18,361	56,437	135,299	21,225
TOTAL APPROPRIATIONS	382,376	462,662	374,347	343,786	342,159	417,120	298,053
EXPENSES							
Total Cost of Services	640,874	750,614	833,878	727,745	541,517	489,346	467,031
Net Cost of Services (a)	494,162	607,480	694,291	606,515	432,037	380,198	367,796
CASH ASSETS (b)	230,029	118,724	126,728	86,726	89,619	94,020	105,943

(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 Commitments					
Bindjareb Dhillba (Peel-Harvey) Protection Plan.....	930	1,116	1,116	557	-
Water Lily Place Affordable Housing Project.....	1,759	-	-	-	-
New Initiatives					
2028 Kimberley Total Solar Eclipse	-	11,926	10,543	1,833	-
Animal Welfare Uplift	-	280	285	288	292
Broadacre Research Activities	119	474	-	-	-
Firearms Governance Uplift	175	282	327	96	-
Fisheries Support Package	12,650	16,705	2,989	2,129	1,255
Katanning Aerodrome	138	-	-	-	-
New Norcia Ground Station (Yarawindah) - Tourism Infrastructure	350	-	-	-	-
Pastoral Land Carrying Capacity Review.....	225	293	-	-	-
Pilbara Housing Supply Unit.....	438	668	224	-	-
Pilbara Hydrogen Hub - Clean Energy Training and Research Institute	-	6,463	2,242	1,895	-
South West Development Commission - Land and Building Management	-	40	82	82	82

	2025-26 Estimated Actual \$'000	2026-27 Budget Year \$'000	2027-28 Outyear \$'000	2028-29 Outyear \$'000	2029-30 Outyear \$'000
Steel Sustainability Australia Scheme	50	-	-	-	-
Sustainable Solutions for Sandy Soils	631	736	742	718	597
Ongoing Initiatives					
Aboriginal Pastoral Program	-	580	595	609	625
Agricultural Promotion Program	2,821	3,000	-	-	-
AgriFood Activation Fund - Food Technology Facility Project.....	-	-	425	425	425
Beach Emergency Numbering System	373	-	-	-	-
Biosecurity Incident and Emergency Responses					
National Biosecurity Response Co-Contributions	296	150	154	157	161
Polyphagous Shot-Hole Borer	(7,111)	11,863	-	-	-
Red Dwarf Honey Bee	7,998	3,394	-	-	-
Collie Office Continuation.....	-	635	649	663	-
Coral Bay Workers Accommodation Facility	286	294	-	-	-
Disaster Ready Fund Program Round 2	-	-	(2,790)	-	-
Dry Season Loans Program and Hardship Grants Administration	(142)	(114)	(100)	150	-
Enhancing Biosecurity Preparedness and Response Programs.....	-	4,861	5,710	6,985	7,126
Enhancing National Pest Animal and Weed Management	342	-	-	-	-
Feasibility Study Residential Colleges for Aboriginal Students in Newman....	50	-	-	-	-
Feral Cat Management	470	605	368	-	-
Fisheries Digital Transformation Project	2,613	(1,613)	-	-	-
Future Drought Fund					
Farm Business Resilience Program	750	2,164	3,592	3,632	-
Regional Drought Resilience Planning Program.....	982	4,096	3,311	3,193	-
Gwoonwardu Mia Aboriginal Heritage and Cultural Centre	-	1,567	1,567	-	-
Healthy Estuaries WA Round 2 Program.....	500	809	809	-	-
Kimberley Schools Project Extension	-	118	125	-	-
Kununurra Cotton Gin Infrastructure Support.....	46	-	-	-	-
Marine Parks Compliance Services Extension.....	486	-	-	-	-
Martu Student Hostel Program	-	1,454	1,454	1,454	1,454
National Livestock Identification System.....	263	66	-	-	-
National Plant Health Surveillance Program	154	154	164	164	-
Northern Australia Plant Capacity and Response Network.....	540	-	-	-	-
Shark Notification and Response System.....	-	-	102	102	102
South Coast Marine Park	4,000	2,000	-	-	-
TradeStart.....	93	6	9	-	-
Transforming Bunbury's Waterfront Stage 3 Phase 2	-	58	382	392	-
Other					
Depreciation Expense Reduction	(8,300)	(15,807)	(15,807)	(9,982)	(9,982)
Fiscal Strategy - Procurement Savings	-	(225)	(225)	(225)	(225)
Government Office Accommodation.....	11	9	9	9	1
Government Regional Officer Housing	197	120	(332)	(256)	1,049
Operational Expenses.....	41,762	10,000	-	-	-
RiskCover Fund Insurance Premiums	1,387	3,553	-	-	-
RiskCover Fund Insurance Premiums - Agricultural Produce Commission....	6	8	-	-	-
Services Provided to the Rural Business Development Corporation	-	8	-	-	-
State Fleet Updates	776	727	727	(2,101)	896

Significant Initiatives

New Initiatives

1. Regional economic benefits will be delivered through critical infrastructure planning and investment to facilitate an estimated additional 25,000 visitors to the North and East Kimberley in 2028 for a total solar eclipse, ensuring a safe and successful event.
2. A range of initiatives demonstrate the Government's commitment to strengthening fisheries community education and technology capability, and supporting the implementation of new demersal scalefish management rules to halt stock decline. Additionally, targeted mental health support is available for commercial fishing operators affected by management changes.

Ongoing Initiatives

3. The Government continues its strong commitment to Western Australia's biosecurity system through investment in preparedness and response activities. This boosts the State's capability to prepare for, and respond to, animal and plant biosecurity threats, including those of national significance, and is essential for protecting the State's natural assets, industries and communities.

4. The Government continues to support programs that strengthen education, employment and cultural outcomes in the regions, including the Aboriginal Pastoral Program in West and East Kimberley, continuation of the Martu Student Hostel Program in the Pilbara, and ongoing operation and repairs to the Gwoonwardu Mia Aboriginal Heritage and Cultural Centre in Carnarvon.
5. The agriculture and food sector continues to be a strong contributor to the State's economic and diversification agenda recognised by commitments to agricultural shows, co-investment with the Commonwealth Government in future drought planning and resilience building, and continued support for the Agrifood Activation Fund - Food Technology Facility in Nambeelup.

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
Delivering Strong Financial and Economic Management: Diversifying our economy and making more things in WA.	Regional Western Australia has the investment to grow and create jobs.	1. Regional Industry and Community Development Investment Facilitation 2. Corporate and Business Development Services Provided by the Department to Support Regional Development Commissions
	Regional Western Australia has the skills and knowledge to grow and create jobs.	3. Regional Skills and Knowledge Development
	Western Australia agriculture and fishing protect their biosecurity advantages and integrity.	4. Agricultural and Fisheries Biosecurity and Integrity
Protecting and Restoring Our Environment.	Western Australia agriculture and fishing protect the sustainability of the natural resources on which they rely and impact.	5. Agricultural and Fisheries Natural Resource Management
Delivering Quality Infrastructure and Services Across Our State.	Regional Western Australia has the technology to grow and create jobs.	6. Regional Technical and Technological Development
	Regional Western Australia has the social amenity, through recreational fisheries, to grow and create jobs.	7. Regional Social Amenity Development

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. Regional Industry and Community Development Investment Facilitation	121,487	200,578	205,290	193,470	125,350	97,166	86,520
2. Corporate and Business Development Services Provided by the Department to Support Regional Development Commissions	38,690	37,112	39,567	38,547	35,509	35,240	35,763
3. Regional Skills and Knowledge Development.....	50,329	56,754	71,468	51,396	45,297	45,448	39,668
4. Agricultural and Fisheries Biosecurity and Integrity.....	176,360	161,923	166,168	143,450	116,736	120,956	111,267
5. Agricultural and Fisheries Natural Resource Management.....	86,597	94,460	125,279	110,809	85,731	78,667	79,425
6. Regional Technical and Technological Development.....	108,395	106,842	120,264	108,799	78,265	68,307	72,311
7. Regional Social Amenity Development.....	59,016	92,945	105,842	81,274	54,629	43,562	42,077
Total Cost of Services	640,874	750,614	833,878	727,745	541,517	489,346	467,031

Outcomes and Key Effectiveness Indicators (a)

	2024-25	2025-26	2025-26	2026-27	Note
	Actual	Budget	Estimated Actual	Budget Target	
Outcome: Regional Western Australia has the investment to grow and create jobs:					
Ratio of the value of grants awarded from the Department for industry and community development initiatives to the value of co-contributions committed from non-government recipients	1:2.16	1:1	1:1	1:1	
Outcome: Regional Western Australia has the skills and knowledge to grow and create jobs:					
Percentage of clients satisfied with the Department's capability initiatives.....	82%	70%	70%	70%	
Outcome: Western Australia agriculture and fishing protect their biosecurity advantages and integrity:					
Percentage of exotic terrestrial weed, pest and disease threats resolved appropriately	28.6%	60%	57%	60%	1
Percentage of invasive aquatic pests and exotic diseases resolved appropriately	100%	60%	0%	60%	2
Outcome: Western Australia agriculture and fishing protect the sustainability of the natural resources on which they rely and impact:					
Percentage change in the spatial extent of the southwest cropping region that maintains sufficient year-round ground cover for protecting and improving soil health.....	(2.8%)	0%	2.9%	0%	3
Number of soil health extension workshops held	61	60	43	60	4
Proportion of fish stocks identified as not being at risk or vulnerable through exploitation.....	89%	95%	89%	95%	
Percentage of commercial and recreational fisheries where acceptable catches (or effort levels) are achieved	89%	90%	89%	90%	
Outcome: Regional Western Australia has the technology to grow and create jobs:					
Percentage of clients satisfied with the Department's technology initiatives.....	98%	80%	85%	80%	

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
Outcome: Regional Western Australia has the social amenity, through recreational fisheries, to grow and create jobs:					
Percentage of clients satisfied with the Department's management of recreational fishing	88%	85%	74%	85%	5

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

Explanation of Significant Movements

(Notes)

1. Of the seven incident responses to terrestrial weed, pest and disease threats in 2025-26, four were resolved. The remaining three are subject to ongoing response activities and will continue into 2026-27.
2. The 2025-26 Estimated Actual result is 0% as no aquatic biosecurity incidents have been carried over or declared during the year.
3. The higher 2025-26 Estimated Actual relative to the 2024-25 Actual indicates that protective levels of ground cover are more extensive across the cropping region compared with the previous 10 years. This increase is due to increased stubble retention on paddocks.
4. The higher 2025-26 Budget relative to the 2025-26 Estimated Actual reflects a four-year peak in soil health workshop numbers which was set following the release of the Western Australian Soil Health Strategy 2021-2031 and increased interest in preceding years. It is anticipated that annual workshop numbers will vary moving forward.
5. The decline from the 2024-25 Actual to the 2025-26 Estimated Actual is influenced by community responses to recent statewide demersal fisheries management changes, including temporal and spatial closures introduced in January 2026. Education initiatives continue to support improved community understanding of resource management issues. The 2026-27 Budget Target remains unchanged from the 2025-26 Budget.

Services and Key Efficiency Indicators

1. Regional Industry and Community Development Investment Facilitation

This service facilitates high-impact regional development and primary industry initiatives that contribute to economic growth, diversification, job creation and strong communities, with a focus on attracting the investment needed to grow regional Western Australia.

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
Total Cost of Service.....	\$'000 121,487	\$'000 200,578	\$'000 205,290	\$'000 193,470	1
Less Income	11,812	2,008	2,532	3,061	2
Net Cost of Service	109,675	198,570	202,758	190,409	
Employees (Full-Time Equivalents)	271	269	279	282	
Efficiency Indicator					
Average cost per hour to deliver regional industry and community development investment facilitation	\$265.97	\$441.81	\$435.13	\$406.66	1

Explanation of Significant Movements

(Notes)

1. The increase in Total Cost of Service from the 2024-25 Actual to the 2025-26 Budget results from the retiming of expenditures on a range of Regional Industry and Community Development Investment Facilitation initiatives.
2. Income between each financial year is highly variable as it is based on which externally funded activities are being undertaken in this service in any one year. The higher income in the 2024-25 Actual compared to the 2025-26 Budget of \$9.8 million is mainly due to the share of profits in joint venture entities of \$6.4 million and Commonwealth Government funding for the National Water Grid, both received in 2024-25.

2. Corporate and Business Development Services Provided by the Department to Support Regional Development Commissions

This service focuses on the Department providing operational resources and services to the nine Regional Development Commissions.

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	38,690	37,112	39,567	38,547	
Less Income	246	1,053	1,145	656	1
Net Cost of Service	38,444	36,059	38,422	37,891	
Employees (Full-Time Equivalents)	120	124	127	127	
Efficiency Indicator					
Average cost per hour to deliver corporate and business development services to support Regional Development Commissions	\$173.22	\$177.30	\$183.90	\$179.21	

Explanation of Significant Movements

(Notes)

1. Income between each financial year varies as it is based on fixed-term Commonwealth Government funded programs, with funding received on the basis of specific milestones being met.

3. Regional Skills and Knowledge Development

This service aims to develop the capability of people in the primary industry and regional development sectors through training and education programs and providing information in a range of user-friendly formats.

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	50,329	56,754	71,468	51,396	1,2,3
Less Income	8,986	4,904	5,366	6,567	4
Net Cost of Service	41,343	51,850	66,102	44,829	
Employees (Full-Time Equivalents)	139	128	135	138	
Efficiency Indicator					
Average cost per hour to deliver regional skills and knowledge development...	\$214.63	\$261.89	\$293.78	\$212.41	1,2,3

Explanation of Significant Movements

(Notes)

1. The increase in Total Cost of Service from the 2024-25 Actual to the 2025-26 Budget of \$6.4 million is primarily due to the retiming of expenditure into 2025-26 for initiatives including the Regional Drought Resilience Planning and Farm Business Resilience Programs and externally funded grains research, which has a flow-on impact on the average cost per hour to deliver regional skills and knowledge development.
2. The increase in Total Cost of Service from the 2025-26 Budget to the 2025-26 Estimated Actual of \$14.7 million is primarily due to spending for the Martu Student Hostel Program in Newman, increased activity in the red dwarf honey bee (RDHB) biosecurity response, the polyphagous shot-hole borer (PSHB) Transition to Management Response Plan and the retiming of expenditures from 2024-25 to 2025-26 for initiatives including the Regional Drought Resilience Planning and Farm Business Resilience Programs. The increased expenditure is primarily non-salary related resulting in a higher average cost per hour to deliver regional skills and knowledge development.
3. The decrease in Total Cost of Service from the 2025-26 Estimated Actual to the 2026-27 Budget Target of \$20.1 million is primarily due to the RDHB biosecurity response and PSHB Transition to Management Response Plan, both of which are anticipated to finish by 31 December 2026. The decreased expenditure in 2026-27 is primarily non-salary related resulting in a lower average cost per hour to deliver regional skills and knowledge development.
4. Income between each financial year is highly variable as it is based on which externally funded activities are being undertaken in this service in any one year. The higher income in the 2026-27 Budget Target is mainly due to Commonwealth Government funding for the Farm Business Resilience and Regional Drought Resilience Planning Programs.

4. Agricultural and Fisheries Biosecurity and Integrity

This service focuses on maintaining and enhancing Western Australia's biosecurity status and meeting national and international commitments. It also includes integrity matters such as animal welfare regulatory obligations.

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	176,360	161,923	166,168	143,450	1,2
Less Income.....	45,347	53,996	43,641	32,423	3
Net Cost of Service.....	131,013	107,927	122,527	111,027	
Employees (Full-Time Equivalents)	586	561	566	557	
Efficiency Indicator					
Average cost per hour to deliver agricultural and fisheries biosecurity and integrity	\$180.32	\$170.94	\$162.70	\$142.96	1,2

Explanation of Significant Movements

(Notes)

1. Total Cost of Service decreases from the 2024-25 Actual to the 2025-26 Budget by \$14.4 million, primarily due to the closure of the Queensland fruit fly Willagee response in 2024-25, which has a flow-on impact on the average cost per hour to deliver agricultural and fisheries biosecurity and integrity.
2. The decrease in Total Cost of Service from the 2025-26 Budget and 2025-26 Estimated Actual to the 2026-27 Budget Target is primarily due to the reduction in Western Australia's Contribution to national biosecurity responses and priorities, cost-sharing arrangements for the PSHB Transition to Management Response Plan, which is anticipated to finish at the end of 2026, and updated national cost-sharing arrangements for the RDHB biosecurity response. These have a flow-on impact on the average cost per hour as a high proportion of the decrease is related to non-salary costs.
3. Income between each financial year is highly variable as much of this relates to Western Australia biosecurity incidents which are cost-shared with the Commonwealth Government and other jurisdictions.

5. Agricultural and Fisheries Natural Resource Management

This service supports the sustainable management of the natural resources that underpin Western Australia's primary industries.

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	86,597	94,460	125,279	110,809	1,2,3
Less Income.....	46,100	41,626	42,256	42,358	4
Net Cost of Service.....	40,497	52,834	83,023	68,451	
Employees (Full-Time Equivalents)	340	339	350	353	
Efficiency Indicator					
Average cost per hour to deliver agricultural and fisheries natural resource management.....	\$150.70	\$165.30	\$198.47	\$178.86	1,2,3

Explanation of Significant Movements

(Notes)

1. The increase in Total Cost of Service from the 2025-26 Budget to the 2025-26 Estimated Actual of \$30.8 million primarily relates to the Fisheries Support Package and the South Coast Marine Park (SCMP) Voluntary Fisheries Adjustment Scheme (VFAS), as well as additional costs of delivering the Department's Fisheries Digital Transformation Program Stage 1. These increases have a flow-on impact on the average cost per hour to deliver agricultural and fisheries natural resource management.
2. The increase in Total Cost of Service from the 2025-26 Budget to the 2026-27 Budget Target mainly relates to the Fisheries Support Package and the VFAS for the SCMP. These increases have a flow-on impact on the average cost per hour to deliver agricultural and fisheries natural resource management.
3. The decrease in Total Cost of Service from the 2025-26 Estimated Actual to the 2026-27 Budget Target of \$14.5 million primarily results from the timing of expenditure for the Southern Rangelands Revitalisation project, the Buccaneer Archipelago Marine Parks (BAMPs) and the VFAS for the SCMP. This expenditure is not salary related, resulting in a lower average cost per hour to deliver the service.
4. Income between each financial year is highly variable as it is based on which externally funded activities are being undertaken in this service in any one year.

6. Regional Technical and Technological Development

This service provides research, development and innovation to catalyse primary industry and regional growth.

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	108,395	106,842	120,264	108,799	1
Less Income.....	30,202	24,071	24,303	21,306	2
Net Cost of Service.....	78,193	82,771	95,961	87,493	
Employees (Full-Time Equivalents)	377	441	431	433	3
Efficiency Indicator					
Average cost per hour to deliver regional technical and technological development.....	\$170.21	\$143.54	\$154.36	\$143.29	1,3

Explanation of Significant Movements

(Notes)

1. The increase in Total Cost of Service from the 2025-26 Budget to the 2025-26 Estimated Actual of \$13.4 million mainly arises from the retiming of expenditures into 2025-26 for some initiatives including telecommunications infrastructure projects, the Western Australia Agriculture Research Collaboration, the Regional Drought Resilience Planning Program and the Gngangara Horticulture Water Use Efficiency program. This has a flow-on impact on the average cost per hour to deliver this service.
2. Income between each financial year varies as it is based on fixed-term Commonwealth Government funded programs, with funding received on the basis of specific milestones being met.
3. The increase in FTEs, and the resulting reduction in the average cost per hour to deliver this service, from the 2024-25 Actual to the 2025-26 Budget, 2025-26 Estimated Actual and 2026-27 Budget Target is largely driven by an increase in the number of hours allocated to Service 3. This stemmed from the reallocation of costs between Services 3, 4 and 6 without a corresponding reallocation of hours worked.

7. Regional Social Amenity Development

This service focuses on facilitating the development of amenities, in areas such as recreational fishing, education, health and connectivity, to support regional growth and resilience. This will involve working collaboratively across governments, industries and communities to identify, define, champion, support and/or fund development initiatives.

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	59,016	92,945	105,842	81,274	1,2,3
Less Income	4,019	15,476	20,344	14,859	4
Net Cost of Service	54,997	77,469	85,498	66,415	
Employees (Full-Time Equivalents)	167	160	160	162	
Efficiency Indicator					
Average cost per hour to deliver regional social amenity development.....	\$209.28	\$343.53	\$366.34	\$286.98	1,2,3

Explanation of Significant Movements

(Notes)

1. The 2025-26 Budget is \$33.9 million higher than the 2024-25 Actual mainly as a result of election commitments for the Water Lily Place Affordable Housing Project and the Pringle Village Stage 2 - Seniors Independent Living facility, as well as the Walmanyjun Cable Beach Foreshore Redevelopment project. As these projects are grant related, the average cost per hour to deliver the service has increased.
2. The increase in Total Cost of Service from the 2025-26 Budget to the 2025-26 Estimated Actual of \$12.9 million mainly arises from the retiming of expenditure from 2024-25 to 2025-26 for some initiatives including the BAMPs and the Riverview Residence - Upgrade to Over 55's Estate, and additional spending for the Water Lily Place Affordable Housing Project. As most of these projects are grant related, the average cost per hour to deliver the service has increased.
3. The 2026-27 Budget Target is \$24.6 million lower than the 2025-26 Estimated Actual Total Cost of Service primarily due to the one-off nature of funding for the Walmanyjun Cable Beach Foreshore Redevelopment, Water Lily Place Affordable Housing Project and the Pringle Village Stage 2 - Seniors Independent Living facility. As these projects are grant related, the average cost per hour to deliver the service has decreased.
4. Income between each financial year is highly variable as it is based on which externally funded activities are being undertaken in this service in any one year. Recreational licence fees were allocated to Service 7 in the 2024-25 Actual, with the budget allocated to Service 5, resulting in a large variance in income between the 2024-25 Actual, 2025-26 Budget, 2025-26 Estimated Actual and 2026-27 Budget Target.

Asset Investment Program

- The Department's Asset Investment Program (AIP) provides for the replacement, maintenance, upgrade and expansion of assets that support the delivery of services throughout the State. These assets include, but are not limited to, buildings and infrastructure, progressive replacement of marine vessels, information systems and operational equipment.

	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							
Collie Industry Attraction and Development Fund	11,000	5,000	5,000	6,000	-	-	-
Facilities and Infrastructure							
Abrolhos Islands Rolling Program.....	4,605	3,405	300	300	300	300	300
Aquaculture Development Maintenance and Refurbishment	1,250	1,175	662	75	-	-	-
Buccaneer Archipelago Marine Parks Broome Tropical Aquaculture Park	2,500	2,000	1,708	500	-	-	-
Eucla and Kununurra Checkpoints.....	8,250	6,250	5,045	2,000	-	-	-
Firearms Storage	335	248	248	87	-	-	-
Houtman Abrolhos Islands Sustainable Development							
Activation Plan.....	7,418	3,918	3,640	3,500	-	-	-
New Metropolitan Facility	319,968	8,206	996	483	42,272	132,985	13,959
Truck Washdown Facilities.....	2,300	1,800	1,800	500	-	-	-
Fisheries Support Package - Camera Network	1,530	750	750	760	10	10	-
Information Systems Program							
Information System Development Rolling Program	7,854	5,654	1,250	550	550	550	550
Shark Notification and Response System Upgrade.....	4,769	4,230	3,230	539	-	-	-
Plant and Equipment Investment and Replacement							
Building Grains Research and Development Capacity ...	11,951	7,951	1,543	1,000	1,000	1,000	1,000
Equipment Replacement Program.....	69,436	54,768	6,851	3,667	3,667	3,667	3,667
Plant and Equipment - Externally Funded Projects	6,752	4,752	1,405	1,000	1,000	-	-
State Barrier Fence.....	28,110	25,610	2,741	500	500	500	1,000
Vessels							
Buccaneer Archipelago Marine Parks Vessels and Trailers	13,001	3,952	2,888	9,049	-	-	-
Small Boats and Trailers Rolling Program.....	26,348	20,104	2,258	1,561	1,561	1,561	1,561
COMPLETED WORKS							
Albany Shellfish Hatchery	3,634	3,634	54	-	-	-	-
Buccaneer Archipelago Marine Parks Field Compliance...	200	200	120	-	-	-	-
Fisheries Support Package							
Digital Reporting.....	38	38	38	-	-	-	-
Variable Message Boards	250	250	250	-	-	-	-
Incident Response Equipment.....	1,681	1,681	1,159	-	-	-	-
Katanning Research Facility.....	572	572	80	-	-	-	-
Katanning Roof	1,200	1,200	170	-	-	-	-
Large Vessel Replacement Program	11,482	11,482	3,987	-	-	-	-
Other Equipment.....	1,022	1,022	292	-	-	-	-
Primary Industries Research Centre.....	718	718	700	-	-	-	-
Shark Monitoring Network.....	1,638	1,638	199	-	-	-	-
State Biosecurity Response Centre.....	9,361	9,361	6,000	-	-	-	-
NEW WORKS							
Building Renewal Projects.....	6,400	-	-	3,900	2,500	-	-
Metropolitan Accommodation Provision.....	145,890	-	-	72,945	72,945	-	-
North West Aboriginal Housing Initiative.....	5,022	-	-	4,308	613	-	101
Statewide Fish Aggregating Device Program.....	200	-	-	200	-	-	-
Total Cost of Asset Investment Program.....	716,685	191,569	55,364	113,424	126,918	140,573	22,138
FUNDED BY							
Asset Sales.....			-	1,000	-	-	-
Capital Appropriation			14,409	8,930	44,220	132,995	14,259
Funding included in Department of Treasury and Finance							
- Administered Item			-	65,106	72,945	-	-
Holding Account.....			9,977	6,078	6,078	6,078	5,778
Internal Funds and Balances.....			12,272	11,616	1,562	-	-
Major Treasurer's Special Purpose Account(s)							
Asset Maintenance Fund.....			5,045	511	-	-	-
Digital Capability Fund.....			3,143	539	-	-	-
Royalties for Regions Fund			10,478	19,644	2,113	1,500	2,101
Other Grants and Subsidies			40	-	-	-	-
Total Funding			55,364	113,424	126,918	140,573	22,138

Financial Statements

Income Statement

Expenses

1. Total Cost of Services for the 2025-26 Budget is \$109.7 million higher than the 2024-25 Actual, mainly due to the expenditure associated with the implementation of election commitments, the PSHB Transition to Management Response Plan, and the retiming of Royalties for Regions project expenditure from 2024-25 to 2025-26.
2. Total Cost of Services for the 2025-26 Estimated Actual is projected to be higher than the 2025-26 Budget and the forward estimates period. This increase is primarily driven by the retiming of recurrent expenditure from 2024-25 to 2025-26 and over the forward estimates period for Royalties for Regions funded projects, as well as new spending on Fisheries Digital Transformation Stage 1, SCMP, RDHB biosecurity response, and increased funding to meet the Department's operational expenses.

Income

3. Total income for the 2025-26 Budget and the 2025-26 Estimated Actual is higher than the 2026-27 Budget Year mainly as a result of Commonwealth Government funding for the Pest and Disease Preparedness and Response Programs, Busselton Jetty Marine Discovery Centre, the Regional Roads Australia Mobile Program and Boosting High Pathogenicity Avian Influenza Biosecurity Response Capability.
4. Total income from Government for the 2025-26 Estimated Actual is estimated to increase by \$24.5 million compared to the 2025-26 Budget mainly relating to increased funding for operational expenses (\$41.8 million) and the Fisheries Support Package (\$11 million), partially offset by depreciation revisions (\$8.3 million) and the retiming of Royalties for Regions funded projects over the forward estimates period (\$26.7 million).
5. Total income from Government for the 2026-27 Budget Year is \$34.6 million lower than the 2025-26 Estimated Actual primarily due to increased funding in 2025-26 for operational expenditure (\$41.8 million), depreciation revisions (\$15.8 million) and completion of the Disaster Recovery Funding Arrangements (\$3.8 million). This is partially offset by an uplift of funding for salaries in 2026-27 (\$10 million), the 2028 Kimberley Total Solar Eclipse (\$11.9 million), and the Clean Energy Training and Research Institute (\$6.5 million).

Statement of Financial Position

6. The reduction in current assets from the 2024-25 Actual to the 2025-26 Budget and the 2025-26 Estimated Actual is primarily due to the retiming of project expenditures to 2025-26 with this expenditure met from cash, as well as the repayment of Treasurer's Advances, with payments drawing on cash reserves.
7. The decrease in current assets from the 2025-26 Estimated Actual to the 2026-27 Budget Year is mainly due to a significant decline in restricted cash assets, largely associated with Royalties for Regions funded initiatives, where expenditure is retimed over the forward estimates period.
8. The decrease in property, plant and equipment of \$85.5 million from the 2025-26 Budget to the 2025-26 Estimated Actual mainly relates to the discontinuation of the planned investment in diagnostic laboratories at the Department's new State Biosecurity Response Centre (\$83.1 million) and the Primary Industries Research Centre (\$55 million) in the Perth metropolitan area which has been reallocated to Administered pending a decision on metropolitan accommodation for the Department. This is offset by an uplift in the fair value of land and buildings of \$56.6 million in 2024-25 and minor increases in the Department's AIP.
9. The increase in intangibles from the 2024-25 Actual to the 2025-26 Budget and the 2025-26 Estimated Actual mainly relates to the retiming of \$2.9 million capital expenditure for the Shark Notification and Response system upgrade.
10. The increase in total non-current liabilities from the 2024-25 Actual to the 2025-26 Budget and the 2025-26 Estimated Actual relates to the right of use lease liability for the Department's Primary Industries Research Centre.

Statement of Cashflows

11. The reduction in cash assets from the 2024-25 Actual to the 2025-26 Budget and the 2025-26 Estimated Actual is primarily due to the retiming of recurrent and capital expenditure of projects, utilising restricted cash reserves, and the repayment of Treasurer’s Advances.

**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	\$'000	Year	\$'000	\$'000	\$'000
				\$'000			
COST OF SERVICES							
Expenses							
Employee benefits ^(b)	285,078	270,133	303,636	290,458	279,611	266,555	273,860
Grants and subsidies ^(c)	152,444	245,429	269,872	215,623	106,070	67,848	43,895
Supplies and services	128,374	154,380	158,191	134,142	98,589	101,270	95,792
Accommodation	26,095	17,695	27,066	17,471	17,859	18,455	18,471
Depreciation and amortisation	25,550	29,465	21,845	28,719	17,436	16,340	16,346
Finance and interest costs	1,251	3,491	3,691	4,150	3,137	2,299	2,142
Other expenses	22,082	30,021	49,577	37,182	18,815	16,579	16,525
TOTAL COST OF SERVICES	640,874	750,614	833,878	727,745	541,517	489,346	467,031
Income							
Sale of goods and services	4,686	2,909	2,909	2,967	2,995	5,660	5,701
Regulatory fees and fines	47,209	56,316	56,316	56,811	57,083	57,207	57,390
Grants and subsidies	62,138	59,225	62,860	45,657	40,436	38,153	30,191
Other revenue	32,679	24,684	17,502	15,795	8,966	8,128	5,953
Total Income	146,712	143,134	139,587	121,230	109,480	109,148	99,235
NET COST OF SERVICES	494,162	607,480	694,291	606,515	432,037	380,198	367,796
INCOME FROM GOVERNMENT							
Service appropriations	326,221	297,912	349,348	323,875	284,172	280,271	275,278
Resources received free of charge	2,951	1,849	1,849	1,849	1,849	1,849	1,849
Major Treasurer’s Special Purpose Account(s)							
Asset Maintenance Fund	3,894	5,556	5,045	511	-	-	-
Royalties for Regions Fund							
Regional Community Services Fund	107,056	197,171	168,128	167,586	87,297	47,716	41,666
Regional Infrastructure and Headworks							
Fund	2,452	12,539	16,272	8,796	-	-	-
Regional and State-wide Initiatives	62,942	62,463	61,112	61,061	61,061	61,061	61,061
Other revenues	19,174	10,129	10,401	13,873	6,718	3,668	1,578
TOTAL INCOME FROM GOVERNMENT	524,690	587,619	612,155	577,551	441,097	394,565	381,432
SURPLUS/(DEFICIENCY) FOR THE PERIOD	30,528	(19,861)	(82,136)	(28,964)	9,060	14,367	13,636

(a) Full audited financial statements are published in the Department’s Annual Report and the nine Regional Development Commissions.
 (b) The full-time equivalents for 2024-25 Actual, 2025-26 Estimated Actual and 2026-27 Budget Year are 2,000, 2,048 and 2,052 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			
Election Commitments							
Animal Welfare - Small Grants Program							
Extension	-	1,000	1,000	1,000	-	-	-
Bindjareb Djilba (Peel-Harvey) Protection Plan.....	-	-	930	1,116	1,116	557	-
Community Facilities and Infrastructure							
Commitments	-	20,225	21,984	19,200	5,000	-	-
Fire and Emergency Services Package	-	164	164	86	-	-	-
Outdoor Adventure Package	-	2,050	2,050	3,550	1,550	50	-
RSPCA - Inspectorate Services - Funding							
Boost	-	2,907	2,907	3,059	7,297	7,660	-
Small Commitments	999	16,411	16,623	-	-	-	-
Wine Industry Export Growth Partnership	-	1,600	1,600	1,500	1,400	1,500	-
Other Grants and Subsidies							
2028 Kimberley Total Solar Eclipse.....	-	-	-	10,030	8,378	1,030	-
Aboriginal Economic Development Grants	3,095	4,499	2,926	1,935	1,445	1,454	1,464
Agricultural Promotion Program	5,515	-	2,821	3,000	-	-	-
Agrifood Activation Fund - Food Technology							
Facility Project.....	1,404	1,564	1,554	433	205	205	205
Albany Trails.....	-	1,700	2,700	500	-	-	-
Allanson Farm Shop Restaurant and Caravan							
Park	-	4,000	4,000	-	-	-	-
Animal Welfare - Small Grants Program	1,086	120	168	-	-	-	-
Aquaculture Development Plan	-	-	82	165	165	247	-
Assisting Staying in Place to Thrive.....	150	100	100	-	-	-	-
Augusta Childcare Centre	-	200	200	-	-	-	-
Beach Emergency Numbering System	-	-	373	-	-	-	-
Biosecurity Incident and Emergency Responses							
Highly Pathogen Avian Influenza	-	1,000	1,000	-	-	-	-
Polyphagous Shot-Hole Borer	-	3,750	3,800	-	-	-	-
National Biosecurity Response							
Co-Contributions.....	10,322	10,117	16,339	9,318	461	-	-
Bunbury Dolphin Discovery Centre.....	100	300	423	59	-	-	-
Bunbury Hands Oval Upgrades and							
Temporary Facilities	900	2,661	3,977	846	-	-	-
Busselton Jetty Marine Discovery Centre	65	4,500	1,000	4,500	7,108	3,500	-
Carbon Farming and Land Restoration							
Program	758	3,795	6,245	-	-	-	-
Collie Electric Arc Furnace	1,850	-	1,105	-	-	-	-
Collie Futures Fund.....	646	1,235	1,740	1,000	-	-	-
Collie Industry Attraction and Development							
Fund	-	-	-	6,164	-	-	-
Collie Magnesium Refinery Definitive							
Feasibility Study	567	667	100	-	-	-	-
Collie Visitor's Centre Upgrade	-	500	500	-	-	-	-
Community Resource Centres	120	1,396	620	620	620	620	620
Dampier Peninsula Activation.....	-	1,860	-	-	-	-	-
Dawesville Community Centre	3,237	2,428	-	-	-	-	-
Disaster Ready Fund Program Round 2	-	-	750	750	-	-	-
Disaster Recovery Programs.....	1,827	2,323	2,456	180	-	-	-
Enhancing National Pest Animal and Weed							
Management	320	-	139	-	-	-	-
Feral Cat Management	384	-	470	605	368	-	-
Fisheries Industry Peak Bodies	5,862	8,746	5,833	8,746	8,746	8,746	8,746
Fisheries Support Package	294	-	1,650	1,650	-	-	-
Food and Beverage Value-Add Fund	1,972	2,282	1,769	709	-	-	-
Fresh and Secure Trade Alliance	880	2,185	2,185	2,384	2,392	2,386	-
Full Circle Therapy Centre (Paediatric Allied							
Health Services).....	2,379	-	388	-	-	-	-
Future Drought Fund							
Farm Business Resilience Program	4,930	100	6,279	475	971	950	-
Regional Drought Resilience Planning							
Program	-	54	513	500	500	300	-
Gnangara Horticulture Water Use Efficiency							
Grants Scheme	327	-	1,129	-	-	-	-
Greenbushes Lithium Supply Chain	-	-	-	2,800	-	-	-
Gwoonwardu Mia Aboriginal Heritage and							
Cultural Centre	1,166	1,167	1,162	1,167	1,167	-	-
Halls Creek Town Development Masterplan	-	700	1,100	-	-	-	-
Horticulture Netting Grant Scheme.....	31	623	623	-	-	-	-
Implementation of Sheep and Goat Electronic							
Identification.....	3,948	12,234	6,641	4,557	3,400	-	-
Industry Growth Partnership Processed Oats							
Industry	736	-	1,493	254	-	-	-

	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			
Kalbarri Foreshore and Beaches Revitalisation							
Phase 1.....	-	4,000	4,000	4,100	-	-	-
Kalgoorlie Boulder Youth Precinct and Hub.....	-	-	500	-	-	-	-
Katanning Aerodrome.....	-	-	138	-	-	-	-
Katanning Early Childhood Hub.....	-	1,600	1,600	-	-	-	-
Kimberley Community Action Fund.....	284	-	396	-	-	-	-
Know Your Southern Soils and Soils - New Horizons.....	328	-	80	218	81	-	-
Kununurra Cotton Gin Infrastructure Support....	1,700	-	46	700	-	-	-
Marlamanu On-Country Diversionsary Program....	8,110	3,424	3,082	3,043	3,043	761	812
Martu Student Hostel Program.....	1,000	977	1,504	1,454	1,454	1,454	1,454
Myalup-Wellington Project.....	1,042	10,936	5,517	13,784	11,132	-	-
National Water Grid.....	1,075	-	-	-	-	-	-
New Aquaculture Development Zones.....	200	-	178	-	-	-	-
New Norcia Ground Station (Yarawindah) - Tourism Infrastructure.....	-	-	350	-	-	-	-
Northern Native Seeds Initiative.....	493	810	490	946	-	198	-
Ord Expansion Project.....	150	1,005	334	3,000	-	-	-
Other Grants and Subsidies.....	31,370	7,932	7,247	4,034	10,498	15,341	20,379
Peel Regional Trails.....	2,314	1,919	2,604	2,072	-	-	-
Phase Out of Live Sheep Exports by Sea - Commonwealth Transition Assistance.....	-	750	750	750	-	-	-
Pilbara Aboriginal Town Based Reserves.....	128	7,043	7,130	7,371	-	-	-
Pilbara Energy Transition Aboriginal Working Group.....	-	-	150	50	-	-	-
Pilbara Hydrogen Hub - Clean Energy Training and Research Institute.....	-	-	-	6,463	2,242	1,895	-
Pilbara Safe Spaces.....	1,703	-	400	-	-	-	-
Puntuturnu Aboriginal Medical Service Jiji Program.....	375	750	1,162	750	750	375	-
Regional Development Commission Grants....	1,463	1,731	2,511	940	585	585	585
Regional Development Leverage Fund.....	1,531	6,674	5,200	5,500	5,500	6,226	-
Regional Economic Development Grants.....	6,721	7,726	8,321	6,990	5,303	5,000	5,000
Regional Men's Health.....	880	880	880	880	880	880	880
Regional Recovery Partnerships.....	500	3,330	4,330	2,330	-	-	-
Riverview Residents - Upgrade to Over 55's Estate.....	-	300	2,000	-	-	-	-
RSPCA - Inspectorate Services.....	1,912	3,884	5,507	4,107	-	-	-
Shark Hazard Mitigation Services.....	4,615	190	488	600	600	-	-
Southern Forests Irrigation Scheme.....	1,616	1,500	5,116	488	-	-	-
Southern Ocean Surf Reef.....	4,750	-	1,000	-	-	-	-
Southern Rangeland Revitalisation Project Extension.....	526	700	604	1,352	50	-	-
Steel Sustainability Australia Scheme.....	-	-	50	-	-	-	-
Support for Farmers' Markets.....	-	1,000	682	729	-	-	-
Sustainable Pallets Project.....	-	4,444	-	7,444	-	-	-
Telecommunications Infrastructure.....	11,515	27,573	33,770	27,599	3,550	-	-
TradeStart.....	-	200	200	200	200	-	-
Transforming Bunbury's Waterfront.....	5	5,680	5,680	-	-	-	-
WA Open for Business.....	928	2,750	2,750	2,750	2,750	2,750	2,750
Walmanyjun Cable Beach Foreshore Redevelopment.....	-	9,000	9,000	-	-	-	-
Warmun People's Place Renovation Project....	2,837	50	50	-	-	-	-
WaterSmart Farms - Phase 2: Industry Growth....	380	1,000	1,000	1,000	-	-	-
Western Australia Agricultural Research Collaboration.....	1,886	-	7,403	5,910	3,952	1,967	-
Wild Dog Action Plan.....	869	1,195	1,256	1,000	1,000	1,000	1,000
Wine Industry Export Growth Partnership (Existing Program).....	504	81	105	-	-	-	-
Yalgorup National Park Ecotourism Development.....	1,000	-	700	-	-	-	-
Yamatji Nation Indigenous Land Use Agreement.....	1,864	1,232	-	211	211	211	-
Yerriminup Agribusiness Precinct Activation....	-	2,000	-	4,000	-	-	-
TOTAL	152,444	245,429	269,872	215,623	106,070	67,848	43,895

**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	66,671	39,242	23,431	5,868	13,761	20,977	32,900
Restricted cash	163,358	79,482	103,297	80,858	75,858	73,043	73,043
Holding Account receivables	6,026	6,178	6,078	6,078	6,078	5,778	5,778
Receivables	19,250	27,572	19,250	27,333	19,250	19,250	19,250
Other.....	21,057	7,678	21,057	20,057	20,057	20,057	20,057
Assets held for sale	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Total current assets	278,362	162,152	175,113	142,194	137,004	141,105	153,028
NON-CURRENT ASSETS							
Holding Account receivables	251,977	279,624	266,890	293,511	309,177	319,739	330,307
Property, plant and equipment (b).....	516,418	615,528	569,600	583,587	627,601	754,621	765,112
Receivables (c).....	8,083	6,234	8,083	-	8,083	8,083	8,083
Intangibles	2,103	5,343	6,037	6,295	6,014	5,733	5,452
Other (b).....	58,049	90,384	56,955	56,955	56,955	56,955	56,955
Total non-current assets	836,630	997,113	907,565	940,348	1,007,830	1,145,131	1,165,909
TOTAL ASSETS	1,114,992	1,159,265	1,082,678	1,082,542	1,144,834	1,286,236	1,318,937
CURRENT LIABILITIES							
Employee provisions	70,913	65,498	70,913	70,913	70,913	70,913	70,913
Payables	15,633	35,883	14,180	13,877	13,884	14,181	14,181
Borrowings and leases	25,919	11,719	18,439	16,668	12,939	9,943	10,278
Other.....	60,492	49,690	60,492	60,492	60,492	60,492	60,492
Total current liabilities	172,957	162,790	164,024	161,950	158,228	155,529	155,864
NON-CURRENT LIABILITIES							
Employee provisions	6,234	4,811	6,259	6,287	6,316	6,351	6,386
Borrowings and leases	32,852	46,314	44,994	40,976	38,321	34,598	32,787
Other.....	2,412	1,623	1,878	1,636	1,382	826	826
Total non-current liabilities	41,498	52,748	53,131	48,899	46,019	41,775	39,999
TOTAL LIABILITIES.....	214,455	215,538	217,155	210,849	204,247	197,304	195,863
EQUITY							
Contributed equity	754,383	927,873	800,726	835,861	894,513	1,031,414	1,054,842
Accumulated surplus/(deficit).....	(34,025)	(103,221)	(116,161)	(145,125)	(136,065)	(121,698)	(108,062)
Reserves.....	180,179	119,075	180,958	180,957	182,139	179,216	176,294
Total equity	900,537	943,727	865,523	871,693	940,587	1,088,932	1,123,074
TOTAL LIABILITIES AND EQUITY	1,114,992	1,159,265	1,082,678	1,082,542	1,144,834	1,286,236	1,318,937

- (a) Full audited financial statements are published in the Department's Annual Report and the nine Regional Development Commissions.
- (b) Variances between the 2025-26 Budget figure and 2025-26 Estimated Actual onwards reflect a remapping of some assets from Property, plant and equipment to Other; total amounts are unaffected.
- (c) Effective from the 2023-24 financial year, the classification of 27th pay cash balances held by Treasury and Finance Administered on behalf of agencies was revised from Restricted cash to Receivables.

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.....	301,384	264,834	324,406	291,176	262,428	263,931	258,932
Capital appropriation	54,605	163,200	23,449	18,361	56,437	135,299	21,225
Holding Account drawdowns	5,930	6,026	9,977	6,078	6,078	6,078	5,778
Major Treasurer's Special Purpose Account(s)							
Asset Maintenance Fund	3,894	5,556	5,045	511	-	-	-
Climate Action Fund	4,738	5,524	4,654	4,430	-	-	-
Digital Capability Fund.....	102	2,843	7,762	539	102	102	102
Royalties for Regions Fund							
Regional Community Services Fund.....	109,241	202,016	171,599	169,586	88,797	49,216	43,666
Regional Infrastructure and Headworks Fund.....	2,483	27,361	23,279	26,440	613	-	101
Regional and State-wide Initiatives.....	63,573	63,094	61,112	61,061	61,061	61,061	61,061
Other.....	15,413	20,501	20,246	12,775	6,718	3,668	1,578
Net cash provided by Government	561,363	760,955	651,529	590,957	482,234	519,355	392,443
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(275,441)	(268,099)	(301,602)	(288,421)	(279,582)	(266,520)	(273,825)
Grants and subsidies.....	(170,091)	(246,994)	(271,437)	(216,214)	(106,352)	(68,137)	(43,895)
Supplies and services	(116,509)	(145,111)	(146,008)	(122,626)	(86,744)	(96,469)	(91,130)
Accommodation	(25,620)	(17,694)	(27,065)	(17,470)	(17,859)	(18,454)	(18,471)
GST payments	(35,079)	(16,509)	(16,509)	(16,509)	(16,509)	(16,509)	(16,509)
Finance and interest costs.....	(1,282)	(3,350)	(3,550)	(4,045)	(3,038)	(2,242)	(2,114)
Other payments.....	(43,891)	(32,312)	(55,161)	(41,217)	(21,689)	(19,531)	(19,338)
Receipts (b)							
Regulatory fees and fines.....	47,187	56,316	56,316	56,811	57,083	57,207	57,390
Grants and subsidies.....	69,536	59,216	63,601	46,398	40,436	38,153	30,191
Sale of goods and services.....	9,037	2,909	2,909	2,967	2,995	5,660	5,701
GST receipts	35,878	16,509	16,509	16,509	16,509	16,509	16,509
Other receipts	27,032	10,245	3,063	12,076	8,711	7,873	5,698
Net cash from operating activities	(479,243)	(584,874)	(678,934)	(571,741)	(406,039)	(362,460)	(349,793)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(27,804)	(199,338)	(55,364)	(40,479)	(53,973)	(140,573)	(22,138)
Other payments.....	(3,750)	-	-	-	-	-	-
Proceeds from sale of non-current assets.....	131	255	255	1,255	255	255	255
Other receipts	-	-	593	-	-	-	-
Net cash from investing activities.....	(31,423)	(199,083)	(54,516)	(39,224)	(53,718)	(140,318)	(21,883)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases	(7,695)	(21,218)	(40,673)	(18,166)	(19,584)	(12,176)	(8,844)
Other payments.....	(1,849)	-	-	-	-	-	-
Proceeds from borrowings.....	-	10,000	18,278	5,000	-	-	-
Other proceeds	1,000	1,015	1,015	1,011	-	-	-
Net cash from financing activities.....	(8,544)	(10,203)	(21,380)	(12,155)	(19,584)	(12,176)	(8,844)
NET INCREASE/(DECREASE) IN CASH HELD	42,153	(33,205)	(103,301)	(32,163)	2,893	4,401	11,923
Cash assets at the beginning of the reporting period	191,076	151,929	230,029	126,728	86,726	89,619	94,020
Net cash transferred to/from other agencies	(3,200)	-	-	(7,839)	-	-	-
Cash assets at the end of the reporting period	230,029	118,724	126,728	86,726	89,619	94,020	105,943

(a) Full audited financial statements are published in the Department's Annual Report and the nine Regional Development Commissions.

(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							
Regulatory Fees	8,477	12,890	12,890	13,253	13,525	13,650	13,833
Grants and Subsidies							
Direct Grants and Subsidies							
Disaster Relief Funding Agreement							
Western Australia Grants	4,089	3,750	3,994	152	-	-	-
Receipts							
Capital	-	-	790	750	-	-	-
Recurrent	28,949	28,442	29,461	35,524	30,668	29,723	27,828
Receipts Commonwealth - Recurrent	11,000	6,762	7,824	6,511	5,164	5,029	2,363
Regional Reform Fund							
Capital	-	179	-	-	-	-	-
Recurrent	6,475	3,424	2,022	3,161	1,724	-	-
Sale of Goods and Services							
Sale of Goods and Services	9,037	2,909	2,909	2,967	2,995	5,660	5,701
GST Receipts							
GST Input Credits	31,398	9,753	9,753	9,753	9,753	9,753	9,753
GST Receipts on Sales	4,480	6,756	6,756	6,756	6,756	6,756	6,756
Other Receipts							
Interest Received	1,568	1,487	1,487	1,487	1,468	1,468	1,468
National Partnership Payments							
Capital							
Boosting High Pathogenicity Avian Influenza Biosecurity Response							
Capability	1,535	510	510	-	-	-	-
Busselton Marine Discovery Centre	2,448	-	5,000	-	-	-	-
National Water Grid Fund	2,100	-	-	-	-	-	-
Recurrent							
Regional Roads Australia Mobile Program	4,000	3,600	3,600	-	400	-	-
Future Drought Fund							
Farm Business Resilience	826	-	-	1,725	1,725	1,725	-
Regional Drought Resilience Planning	325	-	491	2,298	1,900	1,847	-
Managing Established Pest Animals and Weeds	49	-	657	51	-	-	-
National Plant Health Surveillance Program	126	-	154	154	164	164	-
National Soil Action Plan	1,568	913	913	717	475	-	-
Northern Australia Plant Capacity and Response Network	632	-	540	-	-	-	-
Pest and Disease Preparedness and Response Programs	12,542	18,888	14,356	6,333	2,780	1,560	-
Phase Out of Live Sheep Exports by Sea - Commonwealth Government							
Transition Assistance	750	750	750	-	-	-	-
Strengthen Australia's Frontline Biosecurity Capability and Domestic Preparedness	4,000	-	-	-	-	-	-
Western Australian Telecommunications Resilience Program	2,000	-	-	-	-	-	-
Other Receipts	22,717	20,190	12,412	10,610	6,415	5,691	4,237
Proceeds - Sale of Land	-	-	286	-	-	-	-
Receipt of Rent	1,175	-	-	-	1,100	1,100	1,100
Receipts of Employee Contributions - Housing Leased	1,505	1,067	763	853	945	1,036	315
Service Delivery Agreement	1,602	-	900	923	937	351	156
TOTAL	165,373	122,270	119,218	103,978	88,894	85,513	73,510

(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	1,550	1,550	1,550	1,550	1,550	1,550	1,550
Direct Grants and Subsidies Revenue							
Disaster Relief Funding Agreement							
Western Australia	2,172	-	-	-	-	-	-
Regional Reform Fund - Recurrent	-	-	-	-	-	69	-
Interest Revenue	1,326	1,120	1,120	708	404	275	216
Other Revenue	561	-	-	-	-	-	-
Regulatory Fees	317	-	-	-	-	-	-
Revenue from Regional and State-wide							
Initiatives - Recurrent	18,371	(125,334)	(296,909)	(21,665)	45,833	45,722	31,200
TOTAL ADMINISTERED INCOME	24,297	(122,664)	(294,239)	(19,407)	47,787	47,616	32,966
EXPENSES							
Grants to Charitable and Other Public Bodies							
Aboriginal Community Controlled							
Organisation - Aboriginal Employees							
Housing Grant Program	-	-	179	6,239	-	-	-
East Kimberley Transitional Housing	1,026	969	169	1,038	800	-	-
Essential and Municipal Services							
Improvement in Remote Aboriginal							
Communities	3,122	2,931	-	-	-	-	-
Fitzroy Crossing Key Worker Housing	5,200	-	-	-	-	-	-
Hedland Transitional Housing Project	-	234	354	233	-	-	-
Jalbi Jiya (Your Home) Program	158	592	574	-	-	-	-
Kimberley Schools Project	-	-	557	6,727	3,184	-	-
Kimberley Schools Project Extension	-	-	-	118	125	-	-
Marlamanu On-Country Diversionary							
Program (Construction and Program							
Delivery)	6,475	3,424	2,022	3,043	1,599	-	-
North West Aboriginal Housing	-	179	-	-	-	-	-
Pilbara Hydrogen Hub	-	833	-	8,537	22,991	18,772	5,000
Pilbara Safe Spaces - Communities							
Indigenous Healing Services	1,511	1,402	110	1,435	1,472	2,275	527
Regional Reform Fund	-	-	-	-	-	69	-
Robe River Kuruma Housing Pathway							
Support Program	-	705	705	795	-	-	-
Royalties for Regions Program Global							
Provision	-	14,320	11,402	18,650	16,102	19,224	20,000
State Contribution to Natural Resource							
Management	6,904	8,300	8,909	8,300	8,290	9,276	7,750
Telecommunications Infrastructure	-	642	642	-	-	-	-
Other							
Net Assets Transferred Out - Expense	-	-	56	-	-	-	-
Royalties for Regions Program							
Underspend Provision	-	(147,879)	(313,373)	(55,602)	-	-	-
Supplies and Services	1,425	228	228	193	170	86	84
Western Australia Co-Operatives Loan							
Scheme - Interest Expense to							
Western Australian Treasury Corporation	1,034	892	892	515	234	189	132
TOTAL ADMINISTERED EXPENSES	26,855	(112,228)	(286,574)	221	54,967	49,891	33,493

Agency Special Purpose Account Details

FISHERIES ADJUSTMENT SCHEMES TRUST ACCOUNT

Account Purpose: The Fisheries Adjustment Schemes Trust Account established by the *Fisheries Adjustment Schemes Act 1987* enables the establishment, financing and administration of fisheries adjustment schemes. It provides an optional process through which commercial fishers offer to surrender authorisations (licences) and/or entitlement and in turn receive a payment from government.

	2024-25 Actual \$'000	2025-26 Budget \$'000	2025-26 Estimated Actual \$'000	2026-27 Budget Year \$'000
Opening Balance	1,238	1,738	2,017	11,517
Receipts:				
Appropriations.....	500	5,500	17,000	12,500
Other	1,308	1,080	1,080	1,080
	3,046	8,318	20,097	25,097
Payments	1,029	6,080	8,580	22,080
CLOSING BALANCE	2,017	2,238	11,517	3,017

FISHERIES RESEARCH AND DEVELOPMENT ACCOUNT

Account Purpose: The Fisheries Research and Development Account established by the *Fish Resources Management Act 1994* is utilised to fund the management of commercial, fish and fish habitat protection and pearling and aquaculture activities.

	2024-25 Actual \$'000	2025-26 Budget \$'000	2025-26 Estimated Actual \$'000	2026-27 Budget Year \$'000
Opening Balance	11,908	9,959	6,744	3,757
Receipts:				
Appropriations.....	24,518	54,115	40,419	41,366
Other	35,319	33,504	34,101	32,420
	71,745	97,578	81,264	77,543
Payments	65,001	78,195	77,507	72,320
CLOSING BALANCE	6,744	19,383	3,757	5,223

RECREATIONAL FISHING ACCOUNT

Account Purpose: The Recreational Fishing Account established by the *Fish Resources Management Act 1994* (the Act) holds funds which may be applied by the Minister to any of the purposes prescribed by section 239 of the Act. The funds support activity relating to recreational fishing.

	2024-25 Actual \$'000	2025-26 Budget \$'000	2025-26 Estimated Actual \$'000	2026-27 Budget Year \$'000
Opening Balance	10,628	4,255	10,486	3,899
Receipts:				
Appropriations.....	25,017	21,366	26,895	35,962
Other	9,510	9,932	9,000	9,000
	45,155	35,553	46,381	48,861
Payments	34,669	33,053	42,482	43,052
CLOSING BALANCE	10,486	2,500	3,899	5,809

ROYALTIES FOR REGIONS REGIONAL REFORM FUND

Account Purpose: The account funds strategic reform initiatives in regional Western Australia designed to support Government priorities.

	2024-25 Actual \$'000	2025-26 Budget \$'000	2025-26 Estimated Actual \$'000	2026-27 Budget Year \$'000
Opening Balance	5,970	-	487	-
Receipts:				
Appropriations.....	12,009	10,436	3,818	19,628
	17,979	10,436	4,305	19,628
Payments	17,492	10,436	4,305	19,628
CLOSING BALANCE	487	-	-	-

Division 16 Mines, Petroleum and Exploration

Part 4 Jobs and Economic Development

Appropriations, Expenses and Cash Assets ^(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			
DELIVERY OF SERVICES							
Service appropriation							
Base component	49,043	75,774	78,873	76,790	78,452	80,630	82,989
Services to industry component (Mining Tenement Rentals) ^(b)	37,838	38,873	38,873	42,134	41,787	39,384	39,400
Item 59 Net amount appropriated to deliver services ^(b)	86,881	114,647	117,746	118,924	120,239	120,014	122,389
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	399	427	427	454	454	476	488
Total appropriations provided to deliver services	87,280	115,074	118,173	119,378	120,693	120,490	122,877
ADMINISTERED TRANSACTIONS							
Item 60 Amount provided for Administered Grants, Subsidies and Other Transfer Payments	63,679	64,992	20,955	23,063	19,937	19,939	19,939
CAPITAL							
Item 143 Capital Appropriation	2,189	3,132	3,169	1,977	1,991	2,003	2,020
TOTAL APPROPRIATIONS	153,148	183,198	142,297	144,418	142,621	142,432	144,836
EXPENSES							
Total Cost of Services	179,285	192,075	196,933	195,672	205,638	210,230	203,062
Net Cost of Services ^(c)	99,460	131,657	130,904	128,693	137,013	139,917	131,051
CASH ASSETS ^(d)	359,577	381,976	383,215	394,850	390,958	394,051	409,187

(a) The 2024-25 Actual has been recast for comparability purposes to account for Public Sector Reform changes which took effect from 1 July 2025.

(b) The Department collects additional revenue from Mining Tenement Rentals (MTR) which enables continued promotion and investment in the State and the delivery of services more effectively in response to industry needs. Further details on MTR appear in the Details of Administered Transactions table.

(c) 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.

(d) 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 Estimated Actual \$'000	2026-27 Budget Year \$'000	2027-28 Outyear \$'000	2028-29 Outyear \$'000	2029-30 Outyear \$'000
New Initiatives					
Mineral House and Perth Drill Core Library Upgrades	1,587	584	-	-	-
Resources Online System - Compliance Readiness and Platform Sustainability Project	-	920	-	-	-
Ongoing Initiatives					
Carbon Capture, Utilisation and Storage	-	2,340	2,421	-	-
Executive Corporate Services Establishment	375	778	796	816	838
Fee for Objections.....	443	459	474	492	508
Mining Rehabilitation Fund - Abandoned Mines Program Five Year Plan.....	-	(6,848)	939	17,761	7,807
Other					
Government Regional Officer Housing	441	275	277	284	285
RiskCover Fund Insurance Premiums	585	1,052	-	-	-
State Fleet Updates	-	224	262	259	245

Significant Initiatives

New Initiatives

1. Priority works will be undertaken at Mineral House and the Perth Drill Core Library in 2026-27.
2. The Resources Online System - Compliance Readiness and Platform Sustainability Project will focus on the development of a comprehensive business case to modernise and centralise the Department's environmental compliance reporting and management functions as the next stage of Resources Online.

Ongoing Initiatives

3. Carbon Capture, Utilisation and Storage was identified as a critical priority for Western Australia to assist in net zero targets in key Government policy areas, including the Diversify WA Framework, Western Australia's Carbon Capture, Utilisation and Storage Action Plan, and the sectoral emissions reduction strategy for Western Australia. An extension of 13 temporary positions for a further 24 months will provide resourcing to complete implementation of the regulatory framework and allow sufficient time to assess actual post-commencement workload impacts on the Department.
4. The objection process plays a critical role in the mining tenure process, allowing for due consideration of issues and concerns regarding applications for mining tenure. Additional resourcing for the Wardens Court will provide certainty for mining proponents and communities regarding the timely resolution of matters and reduces overall project timeframes for mining proponents.
5. The Mining Rehabilitation Fund, supported by contributions from Western Australian mining operators, continues to provide a sustainable and effective funding mechanism for mine site rehabilitation. The Abandoned Mines Program's Five-Year Plan has been structured to address critical risks as they arise, ensuring projects are prioritised based on community safety and environmental impact, in accordance with statutory obligations. This approach integrates current and forward procurement strategies to maintain the program's momentum and deliver outcomes that safeguard regional communities and rehabilitate high-risk legacy sites.
6. Implementation of the Public Sector Reform includes the establishment of an executive corporate services structure to ensure the effective management and governance of corporate services systems, policies and frameworks to support the Department as a standalone agency. The Public Sector Reform aims to streamline government services, strengthen the State's economy, and build infrastructure by creating a more focused department specifically for the resources sector.

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

Where practical, key performance information for the 2024-25 Actual has been recast for comparability purposes to account for Public Sector Reform changes which took effect from 1 July 2025.

Relationship to Government Goals

Broad Government Goals are supported at agency level by specific outcomes. Agencies deliver services to achieve these outcomes. The following table illustrates the relationship between the Department's Services, the Desired Outcomes and the relevant Government Goal. The Key Effectiveness Indicators measure the extent of impact of the delivery of services on the achievement of desired outcomes. The Key Efficiency Indicators monitor the relationship between the service delivered and the resources used to produce the service.

Government Goal	Desired Outcome	Service
Delivering Strong Financial and Economic Management: Diversifying our economy and making more things in WA.	Promoting a sustainable and regulated resources sector.	1. Resource and Environmental Regulation

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. Resource and Environmental Regulation...	179,285	192,075	196,933	195,672	205,638	210,230	203,062
Total Cost of Services	179,285	192,075	196,933	195,672	205,638	210,230	203,062

Outcomes and Key Effectiveness Indicators ^(a)

	2024-25	2025-26	2025-26	2026-27	Note
	Actual	Budget	Estimated Actual	Budget Target	
Outcome: Promoting a sustainable and regulated resources sector:					
Percent of Resource and Environmental Regulation customers satisfied with service provided	78%	75%	79%	75%	
Percent of Resource and Environmental Regulation compliance activities conducted as planned	122%	80%	101%	80%	1

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

Explanation of Significant Movements

(Notes)

- The 2025-26 Estimated Actual is higher than the 2025-26 Budget due to a forecast increase in compliance activities. This is in accordance with the Department's risk-based approach to compliance, where resources are directed towards high-risk operations and activities as they are identified. The 2026-27 Budget Target is lower than the 2024-25 Actual and 2025-26 Estimated Actual, reflecting the need to balance risk-based compliance work with delivery of timely approvals and reform initiatives.

Services and Key Efficiency Indicators

1. Resource and Environmental Regulation

Regulate the resources sector and provides geoscience and resource information to reduce exploration risk and increase the attractiveness of Western Australia as a destination of choice for resource companies. This is achieved through regulating the mining industry to ensure environmental compliance, and provide or promote rehabilitation, geology and geophysics, exploration, mapping and software, mining tenure, land access and prospecting, petroleum, geothermal energy and carbon dioxide storage in Western Australia.

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service.....	179,285	192,075	196,933	195,672	1
Less Income	79,825	60,418	66,029	66,979	2
Net Cost of Service	99,460	131,657	130,904	128,693	
Employees (Full-Time Equivalents)	617	735	638	643	3
Efficiency Indicator					
Average cost of regulation per live title	\$6,877	\$7,167	\$8,257	\$8,058	4

Explanation of Significant Movements

(Notes)

1. The increase from the 2024-25 Actual to the 2025-26 Estimated Actual is mainly due to the increased program of works for the Abandoned Mines Program to address rehabilitation and safety works.
2. The decrease from the 2024-25 Actual to the 2025-26 Budget and the 2025-26 Estimated Actual is mainly due to a one-off payment in 2024-25 of registration fees for the transfer of petroleum tenure.
3. The increase from the 2024-25 Actual to the 2025-26 Budget and subsequent decrease to the 2025-26 Estimated Actual is mainly due to a more accurate reflection of the organisational structure of the Department following the implementation of the Public Sector Reform.
4. The increase from the 2024-25 Actual to the 2025-26 Budget and the 2025-26 Estimated Actual is mainly due to an increase in the Total Cost of Service as detailed in Note 1 above and a reduction in the forecast number of live titles for 2025-26 and 2026-27.

Asset Investment Program

1. The Modernisation of Resource Tenure Systems project will progress the development of a detailed business case for the modernisation of the Department's two business-critical systems that underpin Western Australia's resources sector: the Petroleum and Geothermal Register, and the Electronic Mineral Titles System. The project will consider critical system improvements to the external customer interfaces, improved security to meet the Office of Digital Government's Cyber Essential Eight requirements and upgraded technology to enable secure integrations and future scalability.
2. The Perth Drill Core Library underpins geoscientific and mineral exploration services in Western Australia. This project will invest in a program of works at the Carlisle facility following independent building condition and compliance assessments. The remediation works address safety and operational hazards and risks, ensure regulatory compliance, uphold work, health and safety obligations and promote business continuity.

	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
COMPLETED WORKS							
Election Commitment							
Exploration Incentive Scheme	2,500	2,500	2,500	-	-	-	-
Other Completed Works							
Asset Replacement Program - 2025-26 Program	526	526	526	-	-	-	-
Fast-Tracking Mining Approvals - Digital Transformation Program	7,971	7,971	2,922	-	-	-	-
Sustainable Geoscience Investments - Core Libraries Program of Works	3,276	3,276	972	-	-	-	-
WA Array	1,100	1,100	1,100	-	-	-	-
NEW WORKS							
Asset Replacement Program							
2026-27 Program	526	-	-	526	-	-	-
2027-28 Program	526	-	-	-	526	-	-
2028-29 Program	526	-	-	-	-	526	-
2029-30 Program	526	-	-	-	-	-	526
Modernisation of Resource Tenure Systems	1,000	-	-	1,000	-	-	-
Perth Drill Core Library Upgrades	6,000	-	-	1,500	1,500	1,500	1,500
Total Cost of Asset Investment Program	24,477	15,373	8,020	3,026	2,026	2,026	2,026
FUNDED BY							
Capital Appropriation			2,741	1,500	1,500	1,500	1,500
Holding Account			526	526	526	526	526
Internal Funds and Balances			2,812	-	-	-	-
Major Treasurer's Special Purpose Account(s)							
Digital Capability Fund			841	1,000	-	-	-
Other			1,100	-	-	-	-
Total Funding			8,020	3,026	2,026	2,026	2,026

Financial Statements

The 2024-25 Actual data has been recast for comparability purposes to account for Public Sector Reform changes which took effect from 1 July 2025.

Income Statement

Expenses

1. The increase of \$14 million in employee benefits between the 2025-26 Estimated Actual and the 2026-27 Budget Year is mainly due to the cessation of the provision of corporate services from Local Government, Industry Regulation and Safety during the transitional period of the Public Sector Reform.
2. The increase in supplies and services from the 2024-25 Actual to the 2025-26 Estimated Actual of \$18 million is mainly due to an increase in the Abandoned Mines Program delivering priority safety works and the cessation of the provision of corporate services from Local Government, Industry Regulation and Safety during the transitional period of the Public Sector Reform.
3. Other expenses decrease by \$15 million from the 2025-26 Estimated Actual to the 2026-27 Budget Year mainly due to the cessation of the provision of corporate services from Local Government, Industry Regulation and Safety during the transitional period of the Public Sector Reform.

Income

4. The increase in regulatory fees and fines - Mining Rehabilitation Fund (MRF) from the 2025-26 Budget to the 2025-26 Estimated Actual by \$4 million is mainly due to income forecast to be raised from the MRF Levy.
5. The decrease in regulatory fees and fines - other from the 2024-25 Actual to the 2025-26 Budget by \$14 million is mainly due to a one-off payment of registration fees for the transfer of petroleum tenure received in 2024-25.

Statement of Financial Position

6. The increase in restricted cash from the 2024-25 Actual to the 2025-26 Budget of \$23 million is due to additional income from the MRF Levy.

Statement of Cashflows

7. Net movement in cash balances reflects transfers between agencies as part of the Public Sector Reform. Movements in cashflows are explained in Notes 1 to 6 above.

**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)	78,295	75,055	74,384	88,497	90,924	89,997	92,103
Grants and subsidies ^(c)	8,577	10,640	10,688	11,441	11,441	11,441	11,441
Supplies and services	57,521	74,066	75,416	74,190	83,153	88,472	79,003
Accommodation	16,846	3,108	4,695	4,158	3,574	3,574	3,574
Depreciation and amortisation	2,916	3,489	3,593	4,169	4,186	4,188	4,188
Finance and interest costs.....	54	-	237	210	231	227	211
Other expenses.....	15,076	25,717	27,920	13,007	12,129	12,331	12,542
TOTAL COST OF SERVICES	179,285	192,075	196,933	195,672	205,638	210,230	203,062
Income							
Sale of goods and services.....	30	1,503	1,503	1,543	1,572	1,602	1,602
Regulatory fees and fines							
Mining Rehabilitation Fund.....	48,095	44,000	48,199	49,404	50,639	51,905	53,203
Other	27,967	13,954	14,824	15,021	15,397	15,782	16,176
Other revenue	3,733	961	1,503	1,011	1,017	1,024	1,030
Total Income.....	79,825	60,418	66,029	66,979	68,625	70,313	72,011
NET COST OF SERVICES	99,460	131,657	130,904	128,693	137,013	139,917	131,051
INCOME FROM GOVERNMENT							
Service appropriations.....	87,280	115,074	118,173	119,378	120,693	120,490	122,877
Resources received free of charge	1,308	537	537	537	537	537	537
Major Treasurer's Special Purpose Account(s)							
Asset Maintenance Fund	675	-	-	-	-	-	-
Royalties for Regions Fund							
Regional Community Services Fund.....	14	47	35	35	35	35	35
Other revenues	16,521	14,385	13,988	14,469	14,988	15,349	16,140
TOTAL INCOME FROM GOVERNMENT	105,798	130,043	132,733	134,419	136,253	136,411	139,589
SURPLUS/(DEFICIENCY) FOR THE PERIOD.....	6,338	(1,614)	1,829	5,726	(760)	(3,506)	8,538

- (a) Full audited financial statements are published in the 2024-25 Annual Report of the Department of Energy, Mines, Industry Regulation and Safety.
- (b) The full-time equivalents for 2024-25 Actual, 2025-26 Estimated Actual and 2026-27 Budget Year are 617, 638 and 643 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			
Exploration Incentive Scheme							
Co-Funded Drilling ^(a)	6,350	6,800	6,800	7,000	7,000	7,000	7,000
Co-Funded Energy Analysis	546	890	890	893	893	893	893
Co-Funded Geophysics ^(a)	1,681	2,950	2,950	3,500	3,500	3,500	3,500
WA School of Mines Scholarship.....	-	-	48	48	48	48	48
TOTAL	8,577	10,640	10,688	11,441	11,441	11,441	11,441

- (a) Includes the 2025-26 Exploration Incentive Scheme election commitment increasing the annual grants program by \$1.5 million per annum.

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	3,960	2,329	1,122	2,024	1,235	954	673
Restricted cash	355,617	379,647	382,093	392,826	389,723	393,097	408,514
Holding Account receivables	526	577	523	520	517	514	511
Receivables	4,492	9,874	5,088	5,004	11,493	8,371	5,249
Other.....	305	3	305	305	305	305	305
Total current assets	364,900	392,430	389,131	400,679	403,273	403,241	415,252
NON-CURRENT ASSETS							
Holding Account receivables	24,879	25,034	25,141	25,277	25,462	25,645	25,829
Property, plant and equipment ^(b)	186,436	98,210	185,857	186,867	186,306	185,297	182,952
Receivables	1,953	1,325	1,953	1,953	1,953	1,953	1,953
Intangibles	4,609	2,125	3,406	2,202	998	-	206
Other ^(b)	-	23,360	2,922	2,922	2,922	2,922	2,922
Total non-current assets	217,877	150,054	219,279	219,221	217,641	215,817	213,862
TOTAL ASSETS	582,777	542,484	608,410	619,900	620,914	619,058	629,114
CURRENT LIABILITIES							
Employee provisions	13,020	13,979	13,027	12,910	12,803	12,688	12,573
Payables	1,443	1,640	2,715	2,737	2,759	2,780	2,709
Borrowings and leases	-	445	280	572	524	542	580
Other.....	5,453	1,609	4,837	4,837	4,837	4,837	4,837
Total current liabilities	19,916	17,673	20,859	21,056	20,923	20,847	20,699
NON-CURRENT LIABILITIES							
Employee provisions	2,530	2,558	2,578	2,620	2,663	2,705	2,747
Borrowings and leases	-	822	3,926	4,506	4,674	4,522	4,203
Total non-current liabilities	2,530	3,380	6,504	7,126	7,337	7,227	6,950
TOTAL LIABILITIES.....	22,446	21,053	27,363	28,182	28,260	28,074	27,649
EQUITY							
Contributed equity	409,615	435,594	474,206	479,436	481,427	483,430	485,450
Accumulated surplus/(deficit).....	(306)	(2,036)	1,523	7,249	6,489	2,983	11,521
Reserves.....	151,022	87,873	105,318	105,033	104,738	104,571	104,494
Total equity	560,331	521,431	581,047	591,718	592,654	590,984	601,465
TOTAL LIABILITIES AND EQUITY	582,777	542,484	608,410	619,900	620,914	619,058	629,114

(a) Full audited financial statements are published in the 2024-25 Annual Report of the Department of Energy, Mines, Industry Regulation and Safety.

(b) Variances between the 2025-26 Budget figure and 2025-26 Estimated Actual onwards reflect a remapping of some assets from Property, plant and equipment to Other; total amounts are unaffected.

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.....	86,829	114,548	117,543	118,719	119,985	119,784	122,170
Capital appropriation.....	2,189	3,132	3,169	1,977	1,991	2,003	2,020
Holding Account drawdowns.....	525	526	526	526	526	526	526
Major Treasurer's Special Purpose Account(s)							
Asset Maintenance Fund.....	675	-	-	-	-	-	-
Climate Action Fund.....	165	167	167	169	-	-	-
Digital Capability Fund.....	3,541	5,286	5,286	3,084	-	-	-
Royalties for Regions Fund							
Regional Community Services Fund.....	14	47	35	35	35	35	35
Other.....	15,760	14,570	14,173	14,654	15,173	15,373	16,164
Net cash provided by Government	109,698	138,276	140,899	139,164	137,710	137,721	140,915
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(75,796)	(75,089)	(74,417)	(88,571)	(95,987)	(94,731)	(96,837)
Grants and subsidies.....	(8,577)	(10,640)	(10,688)	(11,441)	(11,441)	(11,441)	(11,441)
Supplies and services.....	(54,041)	(58,776)	(59,079)	(75,519)	(84,884)	(78,636)	(69,167)
Accommodation.....	(19,049)	(3,038)	(4,625)	(4,088)	(3,504)	(3,505)	(3,505)
GST payments.....	(9,452)	(4,025)	(4,025)	(5,173)	(5,723)	(4,816)	(4,816)
Finance and interest costs.....	(54)	(36)	(271)	(208)	(229)	(225)	(209)
Other payments.....	(14,164)	(26,897)	(29,100)	(14,337)	(13,668)	(14,078)	(14,289)
Receipts (b)							
Regulatory fees and fines.....							
Mining Rehabilitation Fund	48,095	44,000	48,199	49,404	50,639	51,905	53,203
Other	28,534	18,118	18,988	19,012	18,236	16,818	17,212
Sale of goods and services.....	56	1,318	1,318	1,358	1,387	1,418	1,418
GST receipts.....	9,439	4,027	4,027	5,175	5,722	4,818	4,818
Other receipts.....	1,961	409	879	385	391	398	404
Net cash from operating activities	(93,048)	(110,629)	(108,794)	(124,003)	(139,061)	(132,075)	(123,209)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(6,714)	(4,408)	(8,020)	(3,026)	(2,026)	(2,026)	(2,026)
Proceeds from sale of non-current assets.....	11	-	-	-	-	-	-
Net cash from investing activities.....	(6,703)	(4,408)	(8,020)	(3,026)	(2,026)	(2,026)	(2,026)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases.....	(404)	(410)	(447)	(500)	(515)	(527)	(544)
Other payments.....	(525)	-	-	-	-	-	-
Net cash from financing activities.....	(929)	(410)	(447)	(500)	(515)	(527)	(544)
NET INCREASE/(DECREASE) IN CASH HELD	9,018	22,829	23,638	11,635	(3,892)	3,093	15,136
Cash assets at the beginning of the reporting period.....	350,559	359,147	359,577	383,215	394,850	390,958	394,051
Cash assets at the end of the reporting period	359,577	381,976	383,215	394,850	390,958	394,051	409,187

(a) Full audited financial statements are published in the 2024-25 Annual Report of the Department of Energy, Mines, Industry Regulation and Safety.

(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							
Proceeds from Mining Rehabilitation Levy (b) ...	48,095	-	48,199	49,404	50,639	51,905	53,203
Proceeds from Petroleum Permits and Licences	18,047	7,041	7,565	7,545	7,237	6,674	6,831
Proceeds from Prospecting, Exploration and Other Mining Licences	10,487	11,077	11,423	11,467	10,999	10,144	10,381
Sale of Goods and Services							
Sale of Goods and Services	56	1,318	1,318	1,358	1,387	1,418	1,418
GST Receipts							
GST Receipts	9,439	4,027	4,027	5,175	5,722	4,818	4,818
Other Receipts							
Commonwealth Funding Receipts	-	-	500	-	-	-	-
Other Regulation Receipts	-	89	59	65	71	78	84
Other Resource Sector Receipts	1,961	320	320	320	320	320	320
TOTAL	88,085	23,872	73,411	75,334	76,375	75,357	77,055

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

(b) The exclusion in the 2025-26 Budget reflects the treatment at that time.

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							
Commonwealth Grants							
Indian Ocean Territories	388	-	-	-	-	-	-
Other							
Appropriations	63,679	64,992	20,955	23,063	19,937	19,939	19,939
Mining Tenement Rentals (MTR)	-	-	-	-	-	-	-
MTR Base Component	142,063	128,422	146,686	149,245	150,072	152,475	152,459
MTR Services to Industry Component	55,934	56,378	56,821	59,855	59,031	56,628	56,644
Other Revenue	-	204	204	204	204	204	204
TOTAL ADMINISTERED INCOME	262,064	249,996	224,666	232,367	229,244	229,246	229,246
EXPENSES							
Other							
Aboriginal Heritage Survey Assistance Program	1,108	3,817	3,817	2,324	2,396	-	-
Aboriginal Lands Trust - Remuneration for Mining on Aboriginal Lands	1,022	406	406	406	406	406	406
Lithium Industry Support Package	-	245	245	-	-	-	-
Minerals Research Institute of Western Australia (MRIWA)	6,495	6,528	6,544	10,554	10,531	10,533	10,533
Mining Tenement Refunds	127	5,183	5,183	6,676	6,604	6,604	6,604
MRIWA - Critical Minerals Advanced Processing (CMAP) Common User Facility (a)	2,400	44,600	-	-	-	-	-
Other Administered Expenses	591	-	-	-	-	-	-
Potash Financial Assistance Program	-	-	547	3,103	-	-	-
Receipts Paid into the Consolidated Account	199,296	197,962	216,669	222,262	209,307	209,307	209,307
TOTAL ADMINISTERED EXPENSES	211,039	258,741	233,411	245,325	229,244	226,850	226,850

(a) In February 2025, the State and Commonwealth Government's announced a joint \$3 million investment to progress a feasibility study into a Critical Minerals Advanced Processing common-user facility. The study is now underway. The State Government remains committed to its contribution of up to \$100 million, conditional on co-funding on a 50:50 basis with the Commonwealth Government.

Agency Special Purpose Account Details

MINING REHABILITATION FUND

Account Purpose: The Mining Rehabilitation Fund (MRF) is a pooled fund contributed to by Western Australian mining operators. Funds can be used to undertake rehabilitation activities where a tenement operator fails to meet rehabilitation obligations. Interest earnings are used to fund administration of the MRF and for rehabilitation works on abandoned mine sites.

	2024-25 Actual \$'000	2025-26 Budget \$'000	2025-26 Estimated Actual \$'000	2026-27 Budget Year \$'000
Opening Balance	320,757	352,406	356,332	374,502
Receipts:				
Other	62,599	58,107	61,909	63,594
	383,356	410,513	418,241	438,096
Payments	27,024	43,739	43,739	40,388
CLOSING BALANCE	356,332	366,774	374,502	397,708

Gold Corporation

Part 4 Jobs and Economic Development

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	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
REVENUE TO GENERAL GOVERNMENT SECTOR							
National Tax Equivalent Regime - Income Tax	(3,002)	-	20,610	5,205	4,164	4,535	4,160
Local Government Rates Equivalent	148	66	149	151	152	154	156
Dividends ^(a)	-	-	410	43,459	4,008	7,288	7,936
EXPENSES FROM GENERAL GOVERNMENT SECTOR							
Operating Subsidies	10,348	6,078	-	6,800	-	-	-
RATIOS							
Dividend Payout Ratio (%)	75	75	75	75	75	75	75
GOVERNMENT TRADING ENTERPRISE INFORMATION							
Revenue from Operations	32,958,737	31,715,565	48,709,845	55,837,876	54,534,321	50,603,988	46,811,194
Revenue from Government	10,348	6,078	-	6,800	-	-	-
Total Expenses ^(b)	32,953,411	31,707,455	48,627,065	55,827,327	54,520,440	50,588,871	46,797,328
NET PROFIT AFTER TAX	10,894	8,449	57,946	12,144	9,717	10,582	9,706
CASH ASSETS ^(c)	229,316	162,685	293,510	262,860	263,444	267,738	270,757

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

c) 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 the Corporation'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			
Key Adjustment					
State Battery Safety Program	-	(6,800)	-	-	-
Other					
Trade Update	27,181	38,706	2,718	(1,205)	3,585

Significant Initiatives

Trade Update

1. As precious metals are considered a safe asset, demand for many of the Corporation's products and services tends to be inversely correlated with global economic sentiment. Demand for the Corporation's products and services has increased significantly during 2025-26, reflecting heightened geopolitical uncertainty. While elevated market conditions are expected to continue in the short term, precious metal markets have historically reverted to longer-term averages across the cycle and are expected to do so in the medium term.
2. The Corporation purchases all precious metal prior to refining and sells that metal once it has been refined and manufactured into a finished product. The \$US gold price (and the \$US/\$A exchange rate which drives the \$A value of that gold) has a significant impact on the Corporation's sales of goods and services revenue and its supplies and services expense, which can drive significant variations in revenue and cost of sales across periods. These risks are managed through the Corporation's hedging program. The Corporation manages its metal price exposures within very tight limits and, as a result, the movements in sales of goods and services revenue and supplies and services expense offset each other and have no meaningful impact on underlying profitability.

State Battery Safety Program

3. Between the late 1890s and the 1950s, the Government established 73 State batteries across mining areas to support small-scale miners and prospectors who lacked the scale of operations to justify their own ore-crushing facilities. In the late 1980s, 22 of these sites were vested in the Corporation. The State Battery Safety Program forms part of a broader program of work being undertaken by the Corporation to assess risks and remediate these battery sites, with the priority being to make the sites safe and secure.

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).

Objectives, Outcomes and Key Performance Information

Relationship to Government Goals

Broad Government Goals are supported at Government Trading Enterprise (GTE) level by objectives and outcomes. The following table illustrates the relationship between the Corporation's objectives and outcomes and the Government Goal it contributes to. The Key Performance Indicators measure the extent of the impact of desired outcomes on the achievement of the GTE's objectives.

Government Goal	Strategic Objectives	Desired Outcomes
Delivering Strong Financial and Economic Management:	Earn a commercial return on capital.	1. Maximisation of the value added to, and income derived from, precious metal coins and other products and services
Diversifying our economy and making more things in WA.	Promote Western Australia's heritage and maintain The Perth Mint's position as a premier tourist destination.	2. Preservation and promotion of The Perth Mint's heritage assets and history

Outcomes and Key Performance Indicators

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
Outcome: Maximisation of the value added to, and income derived from, precious metal coins and other products and services:					
Global market share of Australian gold bullion coins ^(a)	12%	12%	12%	12%	
Coins and bars:					
Total premium income (\$ million) ^(b)	86.3	104.8	140.3	140.3	
Premiums as a % of precious metal value ^(b)	3.4%	4.2%	4.2%	4.2%	
Estimated % of Australian gold doré production refined ^(c)	71%	70%	70%	70%	
Return on equity ^(d)	6.9%	8.9%	29.1%	7.2%	1
Outcome: Preservation and promotion of The Perth Mint's heritage assets and history:					
Perth Mint Exhibition gold tour tickets sold	92,000	75,000	90,000	90,000	
Visitors' satisfaction level	93.8%	99.9%	99.9%	99.9%	

- a) The figures are based on Gold Fields Mineral Services data for the previous calendar year.
- b) The calculation is the total premium income (amount of income received above metal cost) for all legal tender coins and bar sales, which is expressed as a percentage of the value of the precious metal value of the coins and bars. The key performance indicator includes all Australian legal tender coins and bars, as well as coins produced for other countries.
- c) This calculation is based on the refinery's records and an estimate of the total Australian gold doré production.
- d) The percentages show the Corporation's return on equity, based on ordinary activities before income tax. This performance measure is referred to in the *Gold Corporation Act 1987*.

Explanation of Significant Movements

(Notes)

- As noted in Significant Initiatives, the global market for minted products has been strong during 2025-26, resulting in the 2025-26 Estimated Actual being higher relative to the 2025-26 Budget for return on equity.

Asset Investment Program

Computer Software Replacement Program

- This program relates to the ongoing uplift of existing business technology infrastructure and platforms to further improve security, reduce risks, facilitate automations and associated cost savings, centralise information and improve the customer experience.

Plant and Equipment Replacement Program

- This program includes a number of initiatives, including:
 - projects at the Corporation's refinery, which are expected to create efficiencies and result in future cost savings;
 - the addition of new manufacturing assets at the Corporation's manufacturing facility to replace equipment at the end of its economic life and increase the capacity of the manufacturing operations; and
 - the replacement of equipment due to wear and tear, technology upgrades, efficiency improvements, waste reduction and safety and security enhancements as part of a rolling 10-year capital plan.

	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							
Computer Software Replacement Program	10,305	9,505	954	-	-	-	800
Plant and Equipment Replacement Program	205,849	139,221	22,967	26,011	17,767	12,001	10,849
Total Cost of Asset Investment Program.....	216,154	148,726	23,921	26,011	17,767	12,001	11,649
FUNDED BY							
Internal Funds and Balances.....			23,921	26,011	17,767	12,001	11,649
Total Funding.....			23,921	26,011	17,767	12,001	11,649

Financial Statements

Income Statement

- Both total revenue and total expenses are increasing by 48% in the 2025-26 Estimated Actual relative to the 2024-25 Actual and are forecast to increase by a further 15% in the 2026-27 Budget Year compared to the 2025-26 Estimated Actual. These increases largely reflect that gold prices are elevated and are expected to remain elevated in the future. With movement in revenue and expenses relatively commensurate, underlying profitability is not materially impacted by these assumptions.
- Net profit before tax in the 2025-26 Estimated Actual is significantly higher than initially forecast at the 2025-26 Budget and the 2024-25 Actual. During 2025-26, the Corporation has experienced elevated demand for its products owing to global geopolitical uncertainty, which resulted in a higher net profit before tax in the 2025-26 Estimated Actual relative to the 2025-26 Budget. Consistent with historical precedent, net profit before tax is forecast to revert to the long-term average in the 2026-27 Budget Year compared to the 2025-26 Estimated Actual.

Revenue

- The movements in sale of goods and services between the 2026-27 Budget Year, 2025-26 Estimated Actual and 2024-25 Actual are driven by changes in gold and silver price assumptions and \$US/\$A exchange rate assumptions.
- The movement in operating subsidies relates to receipts from Government towards the cost of the State Battery Safety Program.

Expenses

- The movement in supplies and services between both the 2026-27 Budget Year and 2025-26 Estimated Actual, and the 2025-26 Estimated Actual and 2024-25 Actual is driven by changes in gold and silver price assumptions and \$US/\$A exchange rate assumptions.
- The sequential increases in depreciation and amortisation throughout the periods reflects the impact of the ongoing capital expenditure program.
- The movement in finance and interest costs between the 2025-26 Estimated Actual and 2024-25 Actual is primarily a result of lower-than-expected finance costs on precious metal borrowings.
- The movements in the National Tax Equivalent Regime - current tax equivalent expense and dividends reflect movements in underlying profitability.

Statement of Financial Position

9. Due largely to the flow-through effects of the Corporation's underlying profitability (partially offset by dividend payments), modest equity growth is forecast through to 2029-30.
10. The increase in both inventories, precious metals, and borrowings and leases in the 2025-26 Estimated Actual compared to the 2024-25 Actual and 2025-26 Budget is primarily due to changes in gold price assumptions.
11. The increase in non-current assets between the 2024-25 Actual, 2025-26 Estimated Actual and 2026-27 Budget reflects the ongoing capital expenditure program, slightly offset by depreciation. For more information on this movement, refer to the Asset Investment Program.

Statement of Cashflows

12. The movement in sale of goods and services and supplies and services between the 2024-25 Actual, 2025-26 Budget and 2025-26 Estimated Actual is primarily due to changes in gold and silver price assumptions and \$US/\$A exchange rate assumptions.
13. The movements in other receipts, employee benefits, finance and interest costs, and other payments between the 2025-26 Budget and 2025-26 Estimated Actual are broadly in line with the movements in the Income Statement.

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.....	32,944,141	31,706,517	48,699,230	55,827,791	54,524,741	50,594,887	46,802,548
Other revenue.....	14,596	9,048	10,615	10,085	9,580	9,101	8,646
Revenue from Government							
Operating subsidies.....	10,348	6,078	-	6,800	-	-	-
TOTAL REVENUE.....	32,969,085	31,721,643	48,709,845	55,844,676	54,534,321	50,603,988	46,811,194
Expenses							
Employee benefits ^(b)	89,265	89,288	91,331	92,244	93,168	94,099	95,039
Supplies and services.....	32,787,102	31,530,758	48,462,688	55,660,284	54,351,463	50,418,115	46,625,110
Accommodation.....	4,851	4,204	4,899	4,949	4,998	5,048	5,099
Depreciation and amortisation.....	10,697	12,044	12,616	13,713	14,205	14,567	14,566
Finance and interest costs.....	10,817	6,274	4,541	4,636	4,591	4,506	4,452
Other expenses.....	50,679	64,887	50,990	51,501	52,015	52,536	53,062
TOTAL EXPENSES.....	32,953,411	31,707,455	48,627,065	55,827,327	54,520,440	50,588,871	46,797,328
NET PROFIT/(LOSS) BEFORE TAX.....	15,674	14,188	82,780	17,349	13,881	15,117	13,866
National Tax Equivalent Regime							
Current tax equivalent expense.....	(3,002)	-	20,610	5,205	4,164	4,535	4,160
Deferred tax equivalent expense.....	7,782	5,739	4,224	-	-	-	-
NET PROFIT/(LOSS) AFTER TAX.....	10,894	8,449	57,946	12,144	9,717	10,582	9,706
Dividends.....	-	-	410	43,459	4,008	7,288	7,936

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

(b) The full-time equivalents for 2024-25 Actual, 2025-26 Estimated Actual and 2026-27 Budget Year are 625, 625 and 625 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	171,016	123,090	254,657	243,154	255,113	261,732	266,251
Cash assets - Retained dividends.....	58,300	39,595	38,853	19,706	8,331	6,006	4,506
Receivables	617,532	627,248	606,084	626,267	626,671	621,771	621,771
Inventories - Precious metals	10,028,929	8,888,871	11,441,645	11,732,421	11,709,429	11,598,416	11,598,416
Other.....	25,329	27,569	25,582	25,839	26,097	26,357	26,619
Total current assets	10,901,106	9,706,373	12,366,821	12,647,387	12,625,641	12,514,282	12,517,563
NON-CURRENT ASSETS							
Property, plant and equipment.....	153,022	153,657	164,090	176,524	180,188	177,716	174,813
Intangibles	130	941	33	8	-	-	-
Other.....	4,224	12,539	-	-	-	-	-
Total non-current assets	157,376	167,137	164,123	176,532	180,188	177,716	174,813
TOTAL ASSETS	11,058,482	9,873,510	12,530,944	12,823,919	12,805,829	12,691,998	12,692,376
CURRENT LIABILITIES							
Employee provisions	9,808	9,590	9,906	10,005	10,105	10,206	10,308
Payables	180,183	168,060	200,014	223,373	223,228	223,177	221,593
Borrowings and leases	10,598,595	9,454,328	12,003,315	12,314,331	12,291,804	12,175,955	12,175,955
Other.....	11,589	-	-	-	-	-	-
Total current liabilities	10,800,175	9,631,978	12,213,235	12,547,709	12,525,137	12,409,338	12,407,856
NON-CURRENT LIABILITIES							
Employee provisions	977	632	987	997	1,007	1,017	1,027
Borrowings and leases	17,916	15,412	15,412	14,193	12,877	11,461	11,461
Other.....	12,453	15,592	16,878	7,903	7,982	8,062	8,142
Total non-current liabilities	31,346	31,636	33,277	23,093	21,866	20,540	20,630
TOTAL LIABILITIES.....	10,831,521	9,663,614	12,246,512	12,570,802	12,547,003	12,429,878	12,428,486
NET ASSETS	226,961	209,896	284,432	253,117	258,826	262,120	263,890
EQUITY							
Contributed equity	31,603	31,603	31,603	31,603	31,603	31,603	31,603
Accumulated surplus/(deficit).....	163,797	156,095	221,333	190,018	195,727	199,021	200,791
Reserves.....	31,561	22,198	31,496	31,496	31,496	31,496	31,496
TOTAL EQUITY	226,961	209,896	284,432	253,117	258,826	262,120	263,890

(a) Full audited financial statements are published in the Corporation'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 OPERATING ACTIVITIES							
Receipts							
Sale of goods and services.....	21,920,422	16,784,859	30,353,865	34,671,110	33,863,163	31,448,164	29,117,690
Other receipts	44,447	37,685	44,221	44,027	43,861	43,725	43,616
Payments							
Employee benefits.....	(93,005)	(89,187)	(91,223)	(92,135)	(93,058)	(93,987)	(94,927)
Supplies and services	(21,719,569)	(16,631,481)	(30,150,930)	(34,523,545)	(33,724,166)	(31,306,016)	(28,975,222)
Accommodation ^(b)	(4,703)	(4,138)	(4,750)	(4,798)	(4,846)	(4,894)	(4,943)
Finance and interest costs.....	(11,149)	(6,274)	(4,541)	(4,636)	(4,591)	(4,506)	(4,452)
Other payments.....	(50,797)	(59,947)	(50,990)	(51,501)	(52,015)	(52,536)	(53,062)
Net cash from operating activities	85,646	31,517	95,652	38,522	28,348	29,950	28,700
CASHFLOWS FROM INVESTING ACTIVITIES							
Payments							
Purchase of non-current assets	(12,997)	(28,884)	(23,921)	(26,011)	(17,767)	(12,001)	(11,649)
Net cash from investing activities.....	(12,997)	(28,884)	(23,921)	(26,011)	(17,767)	(12,001)	(11,649)
CASHFLOWS FROM FINANCING ACTIVITIES							
Payments							
Repayment of borrowings and leases	(1,381)	(1,303)	(1,476)	(1,490)	(1,586)	(1,709)	(1,749)
Net cash from financing activities.....	(1,381)	(1,303)	(1,476)	(1,490)	(1,586)	(1,709)	(1,749)
CASHFLOWS FROM GOVERNMENT							
Receipts							
Operating subsidies.....	4,270	6,078	6,078	6,800	-	-	-
Payments							
Dividends to Government	-	-	(410)	(43,459)	(4,008)	(7,288)	(7,936)
National Tax Equivalent Regime - Income Tax.....	2,205	-	(11,580)	(4,861)	(4,251)	(4,504)	(4,191)
Local Government Rates Equivalent.....	(33)	(66)	(149)	(151)	(152)	(154)	(156)
Net cash provided to Government	(6,442)	(6,012)	6,061	41,671	8,411	11,946	12,283
NET INCREASE/(DECREASE) IN CASH HELD	77,710	7,342	64,194	(30,650)	584	4,294	3,019
Cash assets at the beginning of the reporting period	151,606	155,343	229,316	293,510	262,860	263,444	267,738
Cash assets at the end of the reporting period	229,316	162,685	293,510	262,860	263,444	267,738	270,757

(a) Full audited financial statements are published in the Corporation'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.

Western Australian Meat Industry Authority

Part 4 Jobs and Economic Development

Asset Investment Program

1. The Authority's Asset Investment Program supports the delivery of services at the Muchea Livestock Centre. A total of \$450,000 will be invested in 2026-27 for plant and equipment to improve operational efficiency.

	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
COMPLETED WORKS							
Saleyard							
2025-26 Program	450	450	450	-	-	-	-
Western Embankment.....	750	750	750	-	-	-	-
NEW WORKS							
Saleyard							
2026-27 Program	450	-	-	450	-	-	-
2027-28 Program	450	-	-	-	450	-	-
2028-29 Program	450	-	-	-	-	450	-
2029-30 Program	450	-	-	-	-	-	450
Total Cost of Asset Investment Program.....	3,000	1,200	1,200	450	450	450	450
FUNDED BY							
Internal Funds and Balances.....			1,200	450	450	450	450
Total Funding.....			1,200	450	450	450	450

Division 17 **Small Business Development Corporation**

Part 4 **Jobs and Economic Development**

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 61 Net amount appropriated to deliver services	17,447	19,136	19,136	18,143	17,843	17,921	18,252
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975	329	339	339	347	356	363	374
Total appropriations provided to deliver services.....	17,776	19,475	19,475	18,490	18,199	18,284	18,626
CAPITAL							
Capital Appropriation	60	-	-	-	-	-	-
TOTAL APPROPRIATIONS	17,836	19,475	19,475	18,490	18,199	18,284	18,626
EXPENSES							
Total Cost of Services	18,143	20,980	21,002	21,816	18,831	18,480	18,824
Net Cost of Services ^(a)	17,633	20,830	20,844	21,657	18,683	18,351	18,725
CASH ASSETS ^(b)	7,462	4,564	7,018	5,601	5,589	5,554	5,534

(a) Represents Total Cost of Services (expenses) less retained revenues applied to the Corporation'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 Corporation'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 Initiative					
Supporting Government's Digital Transaction Transformation.....	-	201	205	-	-
Ongoing Initiative					
Small Business Grants Program.....	-	1,417	-	-	-
Other					
RiskCover Fund Insurance Premiums	-	2	-	-	-
State Fleet Updates	2	3	1	1	3

Significant Initiatives

1. As the State's primary agency supporting small businesses in Western Australia, the Corporation plays a vital role in ensuring the needs and value of Western Australian small businesses are understood and considered by all levels of government. A robust small business sector is critical for creating jobs, diversifying the economy, and generating economic growth. In Western Australia, small businesses represent 96.6% of all businesses, comprising over 257,000 businesses.
2. In 2026-27 the Corporation will deliver key initiatives, including:
 - 2.1. following the Small Business Growth Grants program in 2025-26, a further \$1.4 million will be spent to provide additional grants to small businesses to strengthen and grow their operations;
 - 2.2. the Office of Digital Government is leading planning work to streamline digital transactions and the Corporation will spend \$406,000 to support this work, specifically advising on interactions between small businesses and government agencies; and
 - 2.3. the Climate Ready program will continue being delivered by the Corporation in partnership with Energy and Economic Diversification, providing training and grants to support business resilience. Aligned with the Government's Climate Adaptation Strategy, the program builds on the Climate Adaptation Toolkit to help small-to-medium enterprises anticipate, manage and adapt to climate change impacts.

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 Corporation'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 Strong Financial and Economic Management: Diversifying our economy and making more things in WA.	A strong and enterprising small business sector that contributes to the State's economy through job creation and business investment.	1. Information, Guidance, Referral and Business Development Services 2. Access to Justice for Small Business

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. Information, Guidance, Referral and Business Development Services	14,744	17,461	17,423	18,278	14,978	14,579	14,857
2. Access to Justice for Small Business.....	3,399	3,519	3,579	3,538	3,853	3,901	3,967
Total Cost of Services	18,143	20,980	21,002	21,816	18,831	18,480	18,824

Outcomes and Key Effectiveness Indicators ^(a)

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
Outcome: A strong and enterprising small business sector that contributes to the State's economy through job creation and business investment:					
The extent to which the information or guidance provided was useful	97%	92%	92%	92%	
The extent to which the information or guidance provided contributed to a decision to start or buy a business.....	90%	82%	82%	82%	
Total value of capital inflow to the State from the Business Migration program (\$ million)	427	220	315	250	1
Number of jobs created through the Business Migration program	152	65	95	96	1

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

Explanation of Significant Movements

(Notes)

1. The 2025-26 Estimated Actual exceeds the 2025-26 Budget due to stronger than expected business performance (capital value and number of jobs created), driven primarily by Western Australia's strong economic conditions.

Services and Key Efficiency Indicators

1. Information, Guidance, Referral and Business Development Services

The Corporation provides specialised information, referral, and business facilitation services for the effective development of enterprises in Western Australia.

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
Total Cost of Service.....	\$'000 14,744	\$'000 17,461	\$'000 17,423	\$'000 18,278	1
Less Income	436	143	151	152	2
Net Cost of Service	14,308	17,318	17,272	18,126	
Employees (Full-Time Equivalents)	52	54	54	55	
Efficiency Indicators					
Cost per client serviced directly by the Corporation ^(a)	\$74.38	\$49.59	\$70.42	\$93.76	3
Cost per client serviced through third party delivery.....	\$197.93	\$244.45	\$279.33	\$253.50	4
Cost of policy development, advice and reform projects as a percentage of the Total Cost of Service	17.75%	16.22%	15.83%	18.22%	

(a) The 2024-25 Actual and 2025-26 Estimated Actual exceed the 2025-26 Budget due to a refinement of the key efficiency indicator counting methodology. The definition of 'client serviced' was changed, which resulted in the removal of social media engagements forming part of the indicator. This change occurred after the 2025-26 Budget was set, however is reflected in the 2024-25 Actual and 2025-26 Estimated Actual.

Explanation of Significant Movements

(Notes)

1. The 2025-26 Estimated Actual and 2026-27 Budget Target exceed the 2024-25 Actual primarily because of the additional costs to deliver the Small Business Growth Grants election commitment (\$1.3 million in 2025-26) and the Climate Ready program (\$860,000 in 2025-26 and \$1.3 million in 2026-27). Additionally, the 2026-27 Budget Target includes the cost of the Small Business Grants Program (\$1.4 million in 2026-27).
2. The 2025-26 Estimated Actual and the 2026-27 Budget Target are lower than the 2024-25 Actual as interest earnings are expected to moderate.
3. The 2026-27 Budget Target is lower than the 2025-26 Budget and 2025-26 Estimated Actual, primarily due to a downward revision in forecast website traffic in 2026-27 resulting from changes in consumer behaviour and digital content access methods.
4. The 2025-26 Estimated Actual exceeds the 2025-26 Budget as a result of procurement delays in contracting third parties to deliver the Climate Ready program. Climate Ready workshops commenced in the last quarter of 2025-26.

2. Access to Justice for Small Business

The Corporation provides access to justice through the dispute resolution and investigative service.

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
Total Cost of Service.....	\$'000 3,399	\$'000 3,519	\$'000 3,579	\$'000 3,538	
Less Income	74	7	7	7	1
Net Cost of Service	3,325	3,512	3,572	3,531	
Employees (Full-Time Equivalents)	14	15	15	15	
Efficiency Indicators					
Cost per client serviced directly in the provision of dispute resolution.....	\$1,508.50	\$1,866.66	\$1,472.85	\$1,427.88	2
Cost of subcontractor support services as a percentage of the Total Cost of Service.....	34.54%	40.06%	34.01%	41.09%	

Explanation of Significant Movements

(Notes)

1. The 2025-26 Estimated Actual and the 2026-27 Budget Target are lower than the 2024-25 Actual as interest earnings are expected to moderate.
2. The 2025-26 Estimated Actual is lower than the 2025-26 Budget in part because the 2025-26 Budget was conservative on the expected number of clients accessing the dispute resolution service when calculating the target. Additionally, there has been an increase in demand for dispute services related to issues with online platforms and an increase in payment-related matters.

Asset Investment Program

	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							
Information Technology Infrastructure Renewal.....	80	40	40	-	-	40	-
COMPLETED WORKS							
Information Technology Infrastructure Renewal - Data Centre Infrastructure Refresh	200	200	200	-	-	-	-
Total Cost of Asset Investment Program.....	280	240	240	-	-	40	-
FUNDED BY							
Holding Account.....			40	-	-	40	-
Internal Funds and Balances.....			200	-	-	-	-
Total Funding			240	-	-	40	-

Financial Statements

Income Statement

Expenses

- The variations year on year within grants and subsidies expenditure reflects the finite nature of the Corporation's grant programs, details of the Corporation's grant programs by financial year are outlined in the Details of Controlled Grants and Subsidies table.
- The decrease in supplies and services expenditure from the 2027-28 Outyear reflects the cessation of temporary initiatives in 2025-26 (\$659,000) and 2026-27 (\$854,000) relating to the Climate Ready program the Corporation is delivering in partnership with Energy and Economic Diversification.

Income

- The 2024-25 Actual for Income - other revenue reflects higher interest earnings on cash balances held by the Corporation.
- The increase in income from Government - other revenue in the 2025-26 Budget and 2026-27 Budget Year is due to grant revenue from Energy and Economic Diversification to deliver the Climate Ready program.
- The budgeted deficiency for the 2026-27 Budget Year is principally the result of the Small Business Grants program (\$1.4 million) being funded from cash reserves instead of service appropriation.

Statement of Financial Position

- The 2025-26 Estimated Actual for property, plant and equipment is higher than the 2025-26 Budget due to replacement of the Corporation's data centre infrastructure occurring during the financial year.

Statement of Cashflows

- The reduction in cashflows from the Digital Capability Fund after the 2027-28 Outyear reflects the finite nature of funding provided from this source. The 2026-27 Budget Year amount relates to funding provided to support work with the Office of Digital Government to streamline digital transactions (\$201,000) and licensing costs associated with the Corporation's service delivery platform (\$265,000).

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).....	10,228	10,700	10,700	11,396	10,715	10,774	11,041
Grants and subsidies (c).....	879	1,074	1,074	1,200	-	-	-
Supplies and services.....	4,876	7,013	7,013	7,031	5,886	5,417	5,477
Accommodation.....	1,462	1,545	1,545	1,580	1,614	1,650	1,678
Depreciation and amortisation.....	75	45	66	70	70	70	70
Finance and interest costs.....	2	3	4	5	3	3	5
Other expenses.....	621	600	600	534	543	566	553
TOTAL COST OF SERVICES	18,143	20,980	21,002	21,816	18,831	18,480	18,824
Income							
Sale of goods and services.....	167	112	120	109	98	79	49
Other revenue.....	343	38	38	50	50	50	50
Total Income	510	150	158	159	148	129	99
NET COST OF SERVICES	17,633	20,830	20,844	21,657	18,683	18,351	18,725
INCOME FROM GOVERNMENT							
Service appropriations.....	17,776	19,475	19,475	18,490	18,199	18,284	18,626
Resources received free of charge.....	110	130	130	130	130	130	130
Other revenues.....	200	860	860	1,280	-	-	-
TOTAL INCOME FROM GOVERNMENT	18,086	20,465	20,465	19,900	18,329	18,414	18,756
SURPLUS/(DEFICIENCY) FOR THE PERIOD	453	(365)	(379)	(1,757)	(354)	63	31

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

(b) The full-time equivalents for 2024-25 Actual, 2025-26 Estimated Actual and 2026-27 Budget Year are 66, 69 and 70 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			
Climate Ready Program.....	-	-	-	200	-	-	-
Disaster Recovery Funding Arrangements - Ex-Tropical Cyclone Ellie and Tropical Cyclone Ilsa.....	200	-	-	-	-	-	-
Election Commitment - Small Business Growth Program.....	-	1,000	1,000	-	-	-	-
Small Business Electricity Credit - Embedded Networks.....	679	74	74	-	-	-	-
Small Business Grants.....	-	-	-	1,000	-	-	-
TOTAL	879	1,074	1,074	1,200	-	-	-

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	6,900	4,032	6,711	5,294	5,282	5,247	5,227
Restricted cash	264	306	9	9	9	9	9
Holding Account receivables	40	120	-	-	40	-	-
Receivables	352	365	352	352	352	352	352
Other.....	760	668	791	822	853	853	853
Total current assets	8,316	5,491	7,863	6,477	6,536	6,461	6,441
NON-CURRENT ASSETS							
Holding Account receivables	1,385	1,466	1,586	1,787	1,948	2,149	2,350
Property, plant and equipment.....	79	78	256	202	131	152	95
Restricted cash	298	226	298	298	298	298	298
Other.....	42	112	42	42	42	42	42
Total non-current assets	1,804	1,882	2,182	2,329	2,419	2,641	2,785
TOTAL ASSETS	10,120	7,373	10,045	8,806	8,955	9,102	9,226
CURRENT LIABILITIES							
Employee provisions	2,360	2,309	2,411	2,462	2,513	2,564	2,660
Payables	19	42	19	19	19	19	19
Borrowings and leases	19	16	16	20	19	20	19
Other.....	224	169	224	224	224	224	237
Total current liabilities	2,622	2,536	2,670	2,725	2,775	2,827	2,935
NON-CURRENT LIABILITIES							
Employee provisions	380	327	380	380	380	380	380
Borrowings and leases	42	34	33	30	13	45	30
Total non-current liabilities	422	361	413	410	393	425	410
TOTAL LIABILITIES.....	3,044	2,897	3,083	3,135	3,168	3,252	3,345
EQUITY							
Contributed equity	3,446	3,710	3,711	4,177	4,647	4,647	4,647
Accumulated surplus/(deficit).....	3,630	766	3,251	1,494	1,140	1,203	1,234
Total equity	7,076	4,476	6,962	5,671	5,787	5,850	5,881
TOTAL LIABILITIES AND EQUITY	10,120	7,373	10,045	8,806	8,955	9,102	9,226

(a) Full audited financial statements are published in the Corporation'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.....	17,599	19,274	19,274	18,289	17,998	18,083	18,425
Capital appropriation	60	-	-	-	-	-	-
Holding Account drawdowns	75	40	40	-	-	40	-
Major Treasurer's Special Purpose Account(s)							
Digital Capability Fund.....	1,019	265	265	466	470	-	-
Other.....	182	860	860	1,280	-	-	-
Net cash provided by Government	18,935	20,439	20,439	20,035	18,468	18,123	18,425
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(9,960)	(10,649)	(10,649)	(11,295)	(10,617)	(10,676)	(10,943)
Grants and subsidies.....	(879)	(1,074)	(1,074)	(1,200)	-	-	-
Supplies and services	(4,749)	(7,043)	(7,043)	(7,010)	(5,863)	(5,423)	(5,453)
Accommodation	(1,379)	(1,448)	(1,448)	(1,448)	(1,448)	(1,448)	(1,448)
GST payments	(670)	-	-	-	-	-	-
Finance and interest costs.....	(2)	(3)	(4)	(5)	(3)	(3)	(5)
Other payments.....	(694)	(567)	(567)	(626)	(667)	(667)	(667)
Receipts							
Sale of goods and services.....	176	112	120	109	98	79	49
GST receipts	632	-	-	-	-	-	-
Other receipts	316	38	38	38	38	38	38
Net cash from operating activities	(17,209)	(20,634)	(20,627)	(21,437)	(18,462)	(18,100)	(18,429)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	-	(40)	(240)	-	-	(40)	-
Net cash from investing activities.....	-	(40)	(240)	-	-	(40)	-
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases.....	(15)	(15)	(16)	(15)	(18)	(18)	(16)
Net cash from financing activities.....	(15)	(15)	(16)	(15)	(18)	(18)	(16)
NET INCREASE/(DECREASE) IN CASH HELD	1,711	(250)	(444)	(1,417)	(12)	(35)	(20)
Cash assets at the beginning of the reporting period	5,751	4,814	7,462	7,018	5,601	5,589	5,554
Cash assets at the end of the reporting period	7,462	4,564	7,018	5,601	5,589	5,554	5,534

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

Division 18 **Rural Business Development Corporation**

Part 4 **Jobs and Economic Development**

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 62 Net amount appropriated to deliver services	323	323	323	325	317	320	323
Total appropriations provided to deliver services.....	323	323	323	325	317	320	323
TOTAL APPROPRIATIONS	323	323	323	325	317	320	323
EXPENSES							
Total Cost of Services	766	15,926	5,806	15,957	17,513	4,135	443
Net Cost of Services ^(a)	501	386	(9,734)	398	7,060	3,947	443
CASH ASSETS ^(b)	9,550	2,688	18,121	17,951	11,494	8,237	8,378

(a) Represents Total Cost of Services (expenses) less retained revenues applied to the Corporation'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 Corporation'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
2026-27 Streamlined Budget Process Incentive Funding.....	-	8	-	-	-
Resources Received Free of Charge.....	55	55	55	55	-

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 Corporation'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.	Improved ecologically sustainable development of agri-industry.	1. Promote Rural Industry Development and Investment Facilitation

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. Promote Rural Industry Development and Investment Facilitation.....	766	15,926	5,806	15,957	17,513	4,135	443
Total Cost of Services	766	15,926	5,806	15,957	17,513	4,135	443

Outcomes and Key Effectiveness Indicators ^(a)

	2024-25	2025-26	2025-26	2026-27	Note
	Actual	Budget	Estimated Actual	Budget Target	
Outcome: Improved ecologically sustainable development of agri-industry:					
The proportion of eligible applications that are provided with assistance.....	96%	86%	19%	25%	1
The total number of eligible applications.....	23	14	263	200	1

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

Explanation of Significant Movements

(Notes)

- The variance between the 2025-26 Estimated Actual and 2026-27 Budget Target compared to the 2025-26 Budget is largely driven by the higher-than-expected uptake of the Supply Chain Capacity Program Round 1, which has led to a lower percentage of successful applicants provided with assistance in Round 1 of the grant program.

Services and Key Efficiency Indicators

1. Promote Rural Industry Development and Investment Facilitation

This service provides financial assistance to rural businesses through loans, grants, or other financial incentives. This includes farmers who have been impacted by exceptional seasonal events. The Corporation delivers industry support through assistance schemes to maximise the viability and sustainability of agricultural industries and rural communities.

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
Total Cost of Service.....	\$'000 766	\$'000 15,926	\$'000 5,806	\$'000 15,957	1
Less Income	265	15,540	15,540	15,559	2
Net Cost of Service	501	386	(9,734)	398	
Efficiency Indicator					
The administration cost per application determined	\$25,820	\$38,038	\$2,566	\$4,293	3

Explanation of Significant Movements

(Notes)

1. The decrease in the Total Cost of Service from the 2025-26 Budget to the 2025-26 Estimated Actual relates to funding from the Commonwealth Government to deliver the Processing Capacity Grant Program, targeting capital works initiatives to support the expansion of Western Australia's sheep processing capacity, with the reallocation of \$10 million from 2025-26 to 2027-28 and 2028-29 to reflect the expected timing of grant payments.
2. The income received in the 2025-26 Estimated Actual and 2026-27 Budget Target relates to the receipt of Commonwealth Government funding for the administration of the Processing Capacity Grant Program in 2025-26.
3. The significant reduction in the 2025-26 Estimated Actual compared with the 2025-26 Budget is largely driven by the higher-than-expected demand for the Supply Chain Capacity Program Round 1, which was delayed until August 2025. The Corporation received and processed 257 applications within available resourcing budgets, with expected milestone payments on successful grants expected to occur from April 2026 onwards.

Financial Statements

Income Statement

Expenses

1. Total Cost of Services in the 2025-26 Estimated Actual is lower than the 2025-26 Budget due to the retiming of \$10 million for the Commonwealth Government funded Processing Capacity Grant Program from 2025-26 to 2027-28 and 2028-29 to align with the revised program schedule.
2. Total Cost of Services increases significantly in the 2026-27 Budget Year and 2027-28 Outyear compared to the 2025-26 Estimated Actual, reflecting the planned delivery of the \$40 million Commonwealth Processing Capacity Grant Program.

Income

3. The increased grants and subsidies income from the 2025-26 Budget onwards relates to the receipt of funding from the Commonwealth Government under the Phase Out of Live Sheep Exports by Sea - Transition Assistance Agreement for the \$40 million Commonwealth Processing Capacity Grant Program.

Statement of Financial Position

4. Cash assets decline significantly in the 2025-26 Budget as a result of the \$4 million Drought Response Interest-Free Loans Scheme announced in April 2024. This Scheme supports agricultural industries and rural communities impacted by drought conditions by utilising the Corporation's cash to finance interest-free loans (for up to five years) for farmers impacted by the dry season conditions.
5. The increase in cash assets from the 2025-26 Budget to the 2025-26 Estimated Actual mainly relates to the Corporation's unutilised cash originally allocated to finance the Drought Response Interest-Free Loans Scheme. The lower-than-expected uptake of the Scheme is attributed to the success of the Drought Response Grant Program, which concluded shortly before the launch of the Drought Response Interest-Free Loans Scheme and the May 2024 rainfall events.
6. The increase in restricted cash from the 2025-26 Budget to the 2025-26 Estimated Actual mainly relates to the funding provided by the Commonwealth Government for the Corporation to deliver the Commonwealth Processing Capacity Grant Program. Unspent funding of \$10 million is to be paid out in the outyears aligned with the expected timing of grant payments under the program.
7. The increase in total non-current assets from the 2024-25 Actual to the 2025-26 Budget relates to financial assistance advanced under the Carbon Farming and Land Restoration Program (CF-LRP), which may be settled through the issue of Australian Carbon Credit Units (ACCUs), and the \$4 million Drought Response Interest-Free Loans Scheme.

Statement of Cashflows

8. The payment of grants and subsidies in the 2024-25 Actual, 2025-26 Estimated Actual and over the forward estimates period relates to the planned delivery of the \$40 million Commonwealth Processing Capacity Grant Program.
9. Receipt of grants and subsidies income in the 2024-25 Actual, 2025-26 Estimated Actual and over the forward estimates period relates to the receipt of funding from the Commonwealth Government for the \$40 million Commonwealth Processing Capacity Grant Program.
10. Other payments from financing activities relates to financial assistance advanced under the CF-LRP, which may be settled through the issue of ACCUs.

**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)	291	15,000	5,410	15,559	17,076	3,695	-
Supplies and services	153	282	200	200	221	221	221
Depreciation and amortisation	68	-	-	-	-	-	-
Other expenses	254	644	196	198	216	219	222
TOTAL COST OF SERVICES	766	15,926	5,806	15,957	17,513	4,135	443
Income							
Grants and subsidies	260	15,540	15,540	15,559	10,453	188	-
Other revenue	5	-	-	-	-	-	-
Total Income	265	15,540	15,540	15,559	10,453	188	-
NET COST OF SERVICES	501	386	(9,734)	398	7,060	3,947	443
INCOME FROM GOVERNMENT							
Service appropriations	323	323	323	325	317	320	323
Resources received free of charge	55	-	55	55	55	55	55
Other revenues	355	64	251	398	314	168	206
TOTAL INCOME FROM GOVERNMENT	733	387	629	778	686	543	584
SURPLUS/(DEFICIENCY) FOR THE PERIOD	232	1	10,363	380	(6,374)	(3,404)	141

(a) Full audited financial statements are published in the Corporation'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	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			
Commonwealth Processing Capacity Grant Program	260	15,000	5,410	15,559	17,076	3,695	-
Drought Response Interest-Free Loans Scheme Concessional Loan Discount	31	-	-	-	-	-	-
TOTAL	291	15,000	5,410	15,559	17,076	3,695	-

**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	4,004	8	4,237	4,617	4,866	5,143	5,284
Restricted cash	5,546	2,680	13,884	13,334	6,628	3,094	3,094
Receivables	114	50	114	114	114	114	114
Other.....	85	-	85	85	85	85	85
Total current assets	9,749	2,738	18,320	18,150	11,693	8,436	8,577
NON-CURRENT ASSETS							
Other.....	1,628	8,450	3,420	3,970	4,053	3,906	3,906
Total non-current assets	1,628	8,450	3,420	3,970	4,053	3,906	3,906
TOTAL ASSETS	11,377	11,188	21,740	22,120	15,746	12,342	12,483
CURRENT LIABILITIES							
Payables	74	3	74	74	74	74	74
Other.....	79	61	79	79	79	79	79
Total current liabilities	153	64	153	153	153	153	153
EQUITY							
Contributed equity	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Accumulated surplus/(deficit).....	4,224	4,124	14,587	14,967	8,593	5,189	5,330
Total equity	11,224	11,124	21,587	21,967	15,593	12,189	12,330
TOTAL LIABILITIES AND EQUITY	11,377	11,188	21,740	22,120	15,746	12,342	12,483

(a) Full audited financial statements are published in the Corporation'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.....	323	323	323	325	317	320	323
Other.....	302	64	306	453	369	223	261
Net cash provided by Government	625	387	629	778	686	543	584
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Grants and subsidies.....	(260)	(15,000)	(5,410)	(15,559)	(17,076)	(3,695)	-
Supplies and services	(99)	(282)	(200)	(200)	(221)	(221)	(221)
GST payments	(34)	-	-	-	-	-	-
Other payments.....	(254)	(644)	(196)	(198)	(216)	(219)	(222)
Receipts							
Grants and subsidies.....	260	15,540	15,540	15,559	10,453	188	-
GST receipts	27	-	-	-	-	-	-
Net cash from operating activities	(360)	(386)	9,734	(398)	(7,060)	(3,947)	(443)
CASHFLOWS FROM INVESTING ACTIVITIES							
Other payments.....	(200)	-	-	-	-	-	-
Other receipts	-	-	-	-	-	174	-
Net cash from investing activities.....	(200)	-	-	-	-	174	-
CASHFLOWS FROM FINANCING ACTIVITIES							
Other payments.....	(271)	-	(1,792)	(550)	(83)	(27)	-
Net cash from financing activities.....	(271)	-	(1,792)	(550)	(83)	(27)	-
NET INCREASE/(DECREASE) IN CASH HELD	(206)	1	8,571	(170)	(6,457)	(3,257)	141
Cash assets at the beginning of the reporting period	6,556	2,687	9,550	18,121	17,951	11,494	8,237
Net cash transferred to/from other agencies....	3,200	-	-	-	-	-	-
Cash assets at the end of the reporting period	9,550	2,688	18,121	17,951	11,494	8,237	8,378

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

Division 19 **Economic Regulation Authority**

Part 4 **Jobs and Economic Development**

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 63 Net amount appropriated to deliver services	3,021	2,671	2,671	2,998	3,124	1,864	1,869
Total appropriations provided to deliver services.....	3,021	2,671	2,671	2,998	3,124	1,864	1,869
CAPITAL							
Capital Appropriation	700	-	-	-	-	-	-
TOTAL APPROPRIATIONS	3,721	2,671	2,671	2,998	3,124	1,864	1,869
EXPENSES							
Total Cost of Services	19,575	24,979	25,099	28,831	29,741	30,204	30,891
Net Cost of Services ^(a)	4,787	6,121	6,117	6,951	7,078	5,793	5,249
CASH ASSETS ^(b)	12,159	11,497	12,186	12,543	13,017	13,377	14,455

(a) Represents Total Cost of Services (expenses) less retained revenues applied to the Authority'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 Authority'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
New Initiatives					
Corporate Services Restructure	-	662	666	686	744
Graduate Program	-	393	392	404	430
Ongoing Initiatives					
Alternative Electricity Services	-	185	363	374	395
Office Fit-Out	120	11	11	11	11
Wholesale Electricity Market Investigations	-	1,478	1,734	1,682	1,761

Significant Initiatives

New Initiatives

Corporate Services Restructure

1. The Authority's regulatory responsibilities have expanded in recent years, and corporate service areas such as human resources, finance and recordkeeping will be strengthened to support this work. This funding will ensure these functions are appropriately resourced for a larger agency.

Graduate Program

2. The expansion of graduate pathways within the Authority will support the development of future energy sector professionals, and the Government's broader energy transformation strategy.

Ongoing Initiatives

Alternative Electricity Services

3. A new framework for regulating alternative electricity services will commence in 2026-27. The Authority will receive central funding for the costs of implementing the framework in the first year of the scheme, with fees from industry to be collected in arrears moving forward.

Wholesale Electricity Market Investigations

4. The Authority has experienced an increase in investigative activities following commencement of the new Wholesale Electricity Market structure in October 2023. Additional specialist staff will enable the Authority to complete investigations within the timeframes that apply under the Electricity System and Market Rules.

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 Authority'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 Quality Infrastructure and Services Across Our State.	The efficient, safe and equitable provision of utility services in Western Australia.	1. Submissions to the Economic Regulation Authority Governing Body

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. Submissions to the Economic Regulation Authority Governing Body.....	19,575	24,979	25,099	28,831	29,741	30,204	30,891
Total Cost of Services	19,575	24,979	25,099	28,831	29,741	30,204	30,891

Outcomes and Key Effectiveness Indicators ^(a)

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
Outcome: The efficient, safe and equitable provision of utility services in Western Australia:					
Number of submissions made to the Authority's Governing Body	222	220	240	240	
Rating by the Authority's Governing Body as to the content, accuracy and presentation of these submissions ^(b)	3.3	3	3	3	
Number (percentage) of submissions provided by the required deadline	100%	100%	100%	100%	
Rating by the Authority's Governing Body as to their perception of the timeliness of submissions ^(b)	3.16	3	3	3	

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

(b) Performance is rated as follows by the Authority's Governing Body: 1 = well below expectations; 2 = below expectations; 3 = satisfactory; 4 = above expectations; 5 = well above expectations.

Services and Key Efficiency Indicators**1. Submissions to the Economic Regulation Authority Governing Body**

The Authority regulates monopoly aspects of the gas, electricity and rail industries, and licenses providers of gas, electricity and water services. The Authority also conducts inquiries into matters referred to it by the Government. In addition, the Authority has a range of responsibilities in the retailing of gas and surveillance of the Wholesale Electricity Market in Western Australia. The Authority's functions are designed to maintain a competitive, efficient and fair commercial environment, particularly where businesses operate as natural monopolies.

In making its decisions, the Authority strives to benefit the Western Australian community by promoting an efficient and customer-focused economy. The requirement for the Authority to prepare performance indicators is limited to its management functions under section 23 of the *Economic Regulation Authority Act 2003*. As such, the quantity, quality and cost per submission, which is prepared by the Authority's Secretariat for consideration by the Governing Body, is used to determine its performance and service efficiency.

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service	19,575	24,979	25,099	28,831	
Less Income	14,788	18,858	18,982	21,880	
Net Cost of Service	4,787	6,121	6,117	6,951	
Employees (Full-Time Equivalents)	89	104	120	120	
Efficiency Indicator					
Cost per submission made to the Authority's Governing Body	\$88,175	\$113,540	\$104,579	\$120,129	

Asset Investment Program

	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							
Office Equipment Replacement - 2025-26 and 2026-27....	32	16	16	16	-	-	-
Office Refurbishment	812	700	700	112	-	-	-
Total Cost of Asset Investment Program.....	844	716	716	128	-	-	-
FUNDED BY							
Holding Account.....			366	16	-	-	-
Internal Funds and Balances.....			350	112	-	-	-
Total Funding.....			716	128	-	-	-

Financial Statements

Income Statement

Expenses and Income

- Employee benefits expense and revenue from regulatory fees are both budgeted to increase in 2026-27, reflecting the employment of additional staff to support the Authority's expanded regulatory responsibilities, and associated fees passed on to industry for this work. There will be a 12% increase in Service Appropriations from government in 2026-27 to cover the costs of administering the first year of Alternative Electricity Services regulation.

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							
Employee benefits ^(b)	14,260	18,019	18,019	20,769	21,718	22,249	22,819
Supplies and services	3,316	4,548	4,562	4,899	4,748	4,748	4,748
Accommodation	961	1,157	1,261	1,300	1,350	1,357	1,360
Depreciation and amortisation	46	135	135	291	295	295	295
Finance and interest costs.....	4	3	3	3	3	5	9
Other expenses.....	988	1,117	1,119	1,569	1,627	1,550	1,660
TOTAL COST OF SERVICES	19,575	24,979	25,099	28,831	29,741	30,204	30,891
Income							
Sale of goods and services ^(c)	4	-	-	-	-	-	-
Regulatory fees and fines.....	14,317	18,623	18,747	21,661	22,444	24,192	25,402
Other revenue.....	467	235	235	219	219	219	240
Total Income.....	14,788	18,858	18,982	21,880	22,663	24,411	25,642
NET COST OF SERVICES	4,787	6,121	6,117	6,951	7,078	5,793	5,249
INCOME FROM GOVERNMENT							
Service appropriations.....	3,021	2,671	2,671	2,998	3,124	1,864	1,869
Resources received free of charge	15	21	21	21	21	21	-
Other revenues	4,160	3,686	3,686	4,176	4,178	4,178	4,178
TOTAL INCOME FROM GOVERNMENT	7,196	6,378	6,378	7,195	7,323	6,063	6,047
SURPLUS/(DEFICIENCY) FOR THE PERIOD.....	2,409	257	261	244	245	270	798

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

(b) The full-time equivalents for 2024-25 Actual, 2025-26 Estimated Actual and 2026-27 Budget Year are 89, 120 and 120 respectively.

(c) Related to a water-licensing service to Indian Ocean Authorities under an agreement with the Commonwealth Government. The service has not been provided since 2025.

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	12,128	11,466	12,155	12,512	12,986	13,346	14,424
Restricted cash	31	31	31	31	31	31	31
Holding Account receivables	366	-	-	-	-	-	-
Receivables	2,614	835	2,614	2,614	2,614	2,614	2,614
Other.....	3,264	2,686	3,264	3,264	3,264	3,264	3,264
Total current assets	18,403	15,018	18,064	18,421	18,895	19,255	20,333
NON-CURRENT ASSETS							
Holding Account receivables	33	33	33	17	17	17	17
Property, plant and equipment.....	125	773	794	821	762	680	525
Receivables	369	302	369	369	369	369	369
Intangibles	625	630	555	415	275	275	135
Other.....	3	1	3	3	3	3	3
Total non-current assets	1,155	1,739	1,754	1,625	1,426	1,344	1,049
TOTAL ASSETS	19,558	16,757	19,818	20,046	20,321	20,599	21,382
CURRENT LIABILITIES							
Employee provisions	3,762	3,128	3,774	3,774	3,774	3,774	3,774
Payables	957	707	953	953	953	953	953
Borrowings and leases	15	18	18	17	18	19	19
Other.....	39	27	39	39	39	39	39
Total current liabilities	4,773	3,880	4,784	4,783	4,784	4,785	4,785
NON-CURRENT LIABILITIES							
Employee provisions	410	438	412	412	412	412	412
Borrowings and leases	29	30	29	14	43	50	35
Total non-current liabilities	439	468	441	426	455	462	447
TOTAL LIABILITIES.....	5,212	4,348	5,225	5,209	5,239	5,247	5,232
EQUITY							
Contributed equity	1,408	1,380	1,394	1,394	1,394	1,394	1,394
Accumulated surplus/(deficit).....	12,938	11,029	13,199	13,443	13,688	13,958	14,756
Total equity	14,346	12,409	14,593	14,837	15,082	15,352	16,150
TOTAL LIABILITIES AND EQUITY	19,558	16,757	19,818	20,046	20,321	20,599	21,382

(a) Full audited financial statements are published in the Authority'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.....	3,021	2,671	2,671	2,998	3,124	1,864	1,869
Capital appropriation	700	-	-	-	-	-	-
Holding Account drawdowns	-	366	366	16	-	-	-
Other.....	3,968	3,686	3,686	3,727	3,729	3,729	3,729
Net cash provided by Government	7,689	6,723	6,723	6,741	6,853	5,593	5,598
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(13,685)	(18,020)	(18,020)	(20,767)	(21,718)	(22,249)	(22,819)
Supplies and services	(3,168)	(4,613)	(4,615)	(5,010)	(4,859)	(4,859)	(4,859)
Accommodation	(1,026)	(1,053)	(1,157)	(1,194)	(1,243)	(1,249)	(1,252)
GST payments	(552)	(510)	(510)	(510)	(510)	(510)	(510)
Finance and interest costs.....	-	(3)	(4)	(3)	(3)	(5)	(5)
Other payments.....	(960)	(1,134)	(1,148)	(1,591)	(1,647)	(1,684)	(1,605)
Receipts							
Regulatory fees and fines.....	12,400	18,623	18,744	22,106	22,888	24,609	25,816
GST receipts.....	484	510	510	510	510	510	510
Other receipts	501	235	235	219	219	219	219
Net cash from operating activities	(6,006)	(5,965)	(5,965)	(6,240)	(6,363)	(5,218)	(4,505)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(622)	(716)	(716)	(128)	-	-	-
Net cash from investing activities.....	(622)	(716)	(716)	(128)	-	-	-
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases.....	(18)	(19)	(15)	(16)	(16)	(15)	(15)
Other payments.....	(67)	-	-	-	-	-	-
Net cash from financing activities.....	(85)	(19)	(15)	(16)	(16)	(15)	(15)
NET INCREASE/(DECREASE) IN CASH HELD	976	23	27	357	474	360	1,078
Cash assets at the beginning of the reporting period	11,183	11,474	12,159	12,186	12,543	13,017	13,377
Cash assets at the end of the reporting period	12,159	11,497	12,186	12,543	13,017	13,377	14,455

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

Forest Products Commission

Part 4 Jobs and Economic Development

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

	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
REVENUE TO GENERAL GOVERNMENT SECTOR							
National Tax Equivalent Regime - Income Tax	-	1,950	1,950	2,896	2,075	3,699	4,471
Local Government Rates Equivalent	35	783	183	264	348	412	447
Dividends ^(a)	-	-	1,283	2,114	3,209	2,213	5,039
EXPENSES FROM GENERAL GOVERNMENT SECTOR							
Other Subsidies	71	-	-	-	-	-	-
Major Treasurer's Special Purpose Account(s) ^(b)	32,738	43,067	26,410	31,208	45,980	47,129	47,932
EQUITY CONTRIBUTION FROM GENERAL GOVERNMENT SECTOR							
Major Treasurer's Special Purpose Account(s) ^(c)	34,241	51,392	51,392	49,357	38,819	10,763	10,763
RATIOS							
Dividend Payout Ratio (%) ^(a)	75	75	75	75	75	75	75
GOVERNMENT TRADING ENTERPRISE INFORMATION							
Revenue from Operations	116,355	114,034	114,023	131,781	132,395	141,156	131,194
Revenue from Government ^(b)	32,809	43,067	26,410	31,208	45,980	47,129	47,932
Total Expenses ^(d)	176,357	150,559	133,888	153,345	164,738	170,227	158,456
NET PROFIT AFTER TAX	(27,193)	4,592	4,595	6,748	11,562	14,359	16,199
CASH ASSETS ^(e)	29,601	29,735	30,470	33,471	36,789	46,745	51,825

(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) Refers to the Ecological Thinning Program Account and the Royalties for Regions Regional Community Services Fund.

(c) Refers to both the Softwood Plantation Expansion Fund and Digital Capability Fund funding.

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

(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 the Commission'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
Ecological Thinning Program	16,660	14,767	-	-	-
Trade Revisions	1,283	3,387	2,247	2,557	6,110
Regional Workers Incentives Allowance Payments	(3)	(3)	(3)	(3)	(4)

Significant Initiatives

1. The Commission continues to deliver timber products and services across three business segments: softwood, sandalwood and native forest (primarily associated with the delivery of Biodiversity, Conservation and Attractions' Ecological Thinning Program). Key priorities consist of timber production, forest health, and adapting to the challenges of climate change. The Commission continues to supply essential timber products for the housing and construction industry in Western Australia, as well as for biomass, furniture making, artisans and firewood. Sandalwood is used for incense, perfume, cosmetics and pharmaceuticals.
2. The Commission is continuing to implement the \$350 million Softwood Plantation Investment Program, funded from the Government's Softwood Plantation Expansion Fund. Under this program, the Commission identifies and purchases suitable land and establishes softwood trees to provide sustainable timber sources to meet the industry's future needs, as well as to offset carbon dioxide emissions. This is an important climate change initiative, while maintaining timber supply to the housing and construction industries. The Softwood Plantation Expansion Fund is not expected to result in revenue streams until the trees become a suitable size for timber production, which is beyond the forward estimates period.
3. Commercial logging in the State's native forests ceased on 31 December 2023. From 1 January 2024, the Commission commenced providing ecological thinning services to Biodiversity, Conservation and Attractions, funded from the Government's Ecological Thinning Account. This native forest thinning activity is prescribed by Biodiversity, Conservation and Attractions under its 2024-2033 Forest Management Plan. Ecological thinning involves selectively harvesting trees to improve forest health and resilience to climate change. Timber obtained through ecological thinning is sold primarily as firewood or for silicon production, as well as for use in Laminated Veneer Lumber (used in housing and construction). Sales revenue is returned to the Government via the Ecological Thinning Account.
4. The quantities of wild sandalwood that can be harvested are regulated through an Order in Council. The current Order is due to expire in December 2026 and is under review by Biodiversity, Conservation and Attractions. The new sandalwood Order may result in a revision to the volume of sandalwood available to the Commission for harvest. These scenarios could impact the Commission's sandalwood business model.

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 the Commission'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: Diversifying our economy and making more things in WA.	Perform functions in a responsible and cost-efficient manner.	1. Efficiency and effectiveness 2. Occupational safety and health 3. Customer service
	Vibrant forest industry for local jobs.	4. People and diversity
Protecting and Restoring Our Environment.	Healthy forests, sequestering carbon.	5. Environmental impact

Outcomes and Key Performance Indicators

	2024-25 Actual	2025-26 Budget	2025-26 Estimated Actual	2026-27 Budget Target	Note
Outcome: Efficiency and effectiveness:					
Return on assets.....	2.1%	1.6%	1.7%	2.1%	
Operating margin.....	8.2%	7.7%	7.7%	9%	
Outcome: Occupational safety and health:					
Lost time injury and disease frequency rate (LTIDFR).....	13.46%	6.58%	10.35%	4.90%	1
Lost time injury and disease severity rate.....	50%	nil	nil	nil	2
Outcome: Customer service:					
Complaint resolution rate.....	100%	100%	100%	100%	
Outcome: People and diversity:					
Aggregated diversity score.....	77.5%	85%	80%	80%	
Voluntary turnover rate.....	13%	12%	12%	12%	
Outcome: Environmental impact:					
Net greenhouse gas emissions ^(a)	n.a.	n.a.	n.a.	n.a.	

(a) The Commission was provided approval for this outcome and the related key performance indicator to be temporarily discontinued.

Explanation of Significant Movements

(Notes)

- Two lost time injuries have been recorded in 2025-26 compared to four in 2024-25. This accounts for the reduction in the LTIDFR indicator between the 2024-25 Actual and the 2025-26 Estimated Actual.
- The 2025-26 Estimated Actual is nil, reflecting that no lost time injuries meeting the severity definition (the loss of 60 or more actual or estimated days from work). The Commission continues to invest in processes that promote and advance safety management systems for the Commission's employees and contractors.

Asset Investment Program

1. The Commission's Asset Investment Program totals \$82.4 million over the forward estimates period and provides investment in projects that support regional development and the economic growth of the State.
 - 1.1. The Commission is forecast to spend \$80.8 million over the forward estimates period on the acquisition of land to support the expansion of its Softwood Plantation Estate. The cost of this investment will be met from the \$350 million Softwood Plantations Expansion Fund.
 - 1.2. The Commission will invest \$1.6 million over the forward estimates period to fund the replacement of nursery equipment and support the delivery of ICT services.

	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							
Computers, Plant and Equipment.....	3,910	2,343	1,314	767	400	200	200
Softwood Plantation Investment Program.....	238,940	158,183	42,705	42,874	31,030	3,426	3,427
Total Cost of Asset Investment Program.....	242,850	160,526	44,019	43,641	31,430	3,626	3,627
FUNDED BY							
Internal Funds and Balances.....			325	767	400	200	200
Major Treasurer's Special Purpose Account(s)							
Digital Capability Fund.....			989	-	-	-	-
Softwood Plantation Expansion Fund			42,705	42,874	31,030	3,426	3,427
Total Funding.....			44,019	43,641	31,430	3,626	3,627

Financial Statements

Income Statement

Revenue

1. The increase of \$17.6 million in sale of goods and services between the 2025-26 Estimated Actual and the 2026-27 Budget is driven by sustained high sales prices and volumes of pine plantation timber products and is anticipated to continue over the forward estimates period. The Commission has developed and will continue to develop new markets for the sale of wood fibre.
2. The reduction of \$16.7 million in total revenue from the 2025-26 Budget to the 2025-26 Estimated Actual is largely the result of lower than forecast revenue from Government in relation to the ecological thinning to reflect actual program delivery. Thinning activities to improve native forest health outcomes will continue to be undertaken by the Commission on behalf, and under the instruction of Biodiversity, Conservation and Attractions.

Expenses

3. The decrease of \$16.7 million in supplies and services from the 2025-26 Budget to the 2025-26 Estimated Actual is driven by a forecast reduction in production costs related to ecological thinning activities.
4. Over the forward estimate period, the increase in supplies and services is driven by a forecast increase in production costs that support the budgeted increase in sales of timber products.
5. The Commission paid \$1.3 million in dividends to the Government in 2025-26. Over the forward estimates period, the Commission anticipates a total of \$12.6 million in dividends to be paid to Government.
6. The reduction in other expenses of \$36.9 million from the 2024-25 Actual to the 2025-26 Budget is primarily due to a revaluation of the Commission's softwood plantation standing timber in 2024-25. An independent valuation decrement resulted from an increased discount rate and recognition of drought impacted plantations that was partially offset by positive changes to market values.
7. In 2024-25, the Commission recognised a tax benefit, primarily driven by the revaluation of the Commission's softwood plantation. Over the forward estimates period, the Commission has forecast a tax expense.

Statement of Financial Position

8. The \$5.8 million decrease in property, plant and equipment from the 2025-26 Budget to the 2025-26 Estimated Actual is largely due to lower-than-expected land acquisitions as part of the Softwood Plantation Investment Program. The increase over the forward estimates period is largely driven by expected additional land purchases under the Softwood Plantation Investment Program.
9. The \$39.7 million decrease in biological asset from the 2025-26 Budget to the 2025-26 Estimated Actual is largely driven by the revaluation of the Commission's softwood plantation standing timber. An independent valuation decrement resulted from an increased discount rate and recognition of drought impacted plantations, partially offset by positive changes to market values.
10. The \$6 million decrease in reserves from the 2024-25 Actual to the 2025-26 Budget was due to an independent revaluation of land by Landgate in 2024-25 which resulted in an increase in the carrying value of land not included in 2025-26 Budget.

Statement of Cashflows

11. The increase of \$5.5 million in receipts of goods and services from the 2024-25 Actual to the 2025-26 Budget is predominantly driven by increased timber sales volumes. Forecast increased receipts over the forward estimates period are largely driven by sustained high sales prices and volumes of pine plantation timber products, and the development of new markets for the sale of wood fibre.
12. The increased payments in supplies and services over the forward estimates period is driven by forecast increased production costs that support the sales of goods and services of timber products and ecological thinning activities.
13. The increase in purchase of non-current assets of \$18.7 million from the 2024-25 Actual to the 2025-26 Budget is caused by land acquired under the Softwood Plantation Expansion Fund.
14. The Commission does not intend to utilise its previously approved overdraft facility with the Western Australian Treasury Corporation.
15. The increase of \$16.5 million from receipts from the Softwood Plantation Expansion Fund from the 2024-25 Actual to the 2025-26 Budget is to meet the cost of land acquisitions and establishment expenditure as part of the Softwood Plantation Investment Program.

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.....	113,852	111,463	111,448	129,029	129,674	138,430	127,397
Other revenue	2,503	2,571	2,575	2,752	2,721	2,726	3,797
Revenue from Government							
Resources received free of charge	71	-	-	-	-	-	-
Major Treasurer's Special Purpose Account(s)							
Ecological Thinning Program	32,734	43,066	26,406	31,204	45,976	47,125	47,928
Royalties for Regions							
Regional Community Services Fund.....	4	1	4	4	4	4	4
TOTAL REVENUE.....	149,164	157,101	140,433	162,989	178,375	188,285	179,126
Expenses							
Employee benefits (b).....	22,335	23,149	23,149	22,101	22,785	22,936	23,238
Grants and subsidies.....	29	201	201	201	201	201	201
Supplies and services	105,731	114,024	97,920	118,853	129,679	134,974	122,961
Accommodation	1,136	1,805	1,194	1,188	1,140	1,203	1,240
Depreciation and amortisation	281	1,269	1,314	1,370	1,387	1,227	989
Finance and interest costs.....	138	348	347	349	348	342	352
Other expenses.....	46,707	9,763	9,763	9,283	9,198	9,344	9,475
TOTAL EXPENSES.....	176,357	150,559	133,888	153,345	164,738	170,227	158,456
NET PROFIT/(LOSS) BEFORE TAX	(27,193)	6,542	6,545	9,644	13,637	18,058	20,670
National Tax Equivalent Regime - Current tax equivalent expense	-	1,950	1,950	2,896	2,075	3,699	4,471
NET PROFIT/(LOSS) AFTER TAX	(27,193)	4,592	4,595	6,748	11,562	14,359	16,199
Dividends	-	-	1,283	2,114	3,209	2,213	5,039

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

(b) The full-time equivalents for 2024-25 Actual, 2025-26 Estimated Actual and 2026-27 Budget Year are 150, 149 and 149 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	29,601	29,735	30,470	33,471	36,789	46,745	51,825
Receivables	12,634	8,789	12,586	12,855	13,091	13,342	13,573
Biological asset	16,564	16,194	16,564	16,564	16,564	16,564	16,564
Other	18,740	18,283	19,287	15,563	18,396	21,225	23,884
Total current assets	77,539	73,001	78,907	78,453	84,840	97,876	105,846
NON-CURRENT ASSETS							
Property, plant and equipment	184,572	232,218	226,457	269,923	301,400	305,254	309,755
Intangibles	-	1,215	1,021	1,129	1,102	1,075	1,048
Biological asset	185,225	234,244	195,547	205,722	216,363	226,585	236,821
Other	1,394	-	1,690	2,784	3,766	4,808	6,954
Total non-current assets	371,191	467,677	424,715	479,558	522,631	537,722	554,578
TOTAL ASSETS	448,730	540,678	503,622	558,011	607,471	635,598	660,424
CURRENT LIABILITIES							
Employee provisions	4,675	4,362	4,610	4,529	4,429	4,624	4,576
Payables	10,150	6,424	10,563	11,312	12,090	13,049	13,077
Borrowings and leases	823	1,516	849	797	860	824	930
Other	16,912	12,347	19,192	19,545	19,928	20,337	20,952
Total current liabilities	32,560	24,649	35,214	36,183	37,307	38,834	39,535
NON-CURRENT LIABILITIES							
Employee provisions	810	900	795	776	753	798	846
Borrowings and leases	1,496	1,335	1,227	1,114	1,085	1,073	1,302
Other	7,783	12,295	7,893	7,469	8,669	12,327	14,252
Total non-current liabilities	10,089	14,530	9,915	9,359	10,507	14,198	16,400
TOTAL LIABILITIES	42,649	39,179	45,129	45,542	47,814	53,032	55,935
NET ASSETS	406,081	501,499	458,493	512,469	559,657	582,566	604,489
EQUITY							
Contributed equity	439,690	506,248	491,082	540,439	579,258	590,021	600,784
Accumulated surplus/(deficit)	(67,403)	(32,587)	(64,091)	(59,457)	(51,104)	(38,958)	(27,798)
Reserves	33,794	27,838	31,502	31,487	31,503	31,503	31,503
TOTAL EQUITY	406,081	501,499	458,493	512,469	559,657	582,566	604,489

(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 OPERATING ACTIVITIES							
Receipts							
Sale of goods and services.....	105,958	111,463	111,448	129,031	129,676	138,431	127,397
GST receipts.....	10,547	13,791	12,428	13,845	13,634	14,617	13,806
Other receipts.....	4,201	2,571	2,290	1,658	1,739	1,684	1,651
Payments							
Employee benefits.....	(22,140)	(23,150)	(23,149)	(22,101)	(22,785)	(22,936)	(23,238)
Supplies and services.....	(92,390)	(120,057)	(103,762)	(122,043)	(136,853)	(140,940)	(132,196)
Accommodation (b).....	(733)	(1,022)	(1,029)	(924)	(792)	(791)	(793)
GST payments.....	(12,372)	(13,791)	(12,428)	(13,845)	(13,634)	(14,617)	(13,806)
Finance and interest costs.....	(138)	(348)	(346)	(349)	(348)	(342)	(354)
Other payments.....	(9,693)	(3,321)	(3,914)	(3,946)	(3,789)	(3,862)	(4,032)
Net cash from operating activities.....	(16,760)	(33,864)	(18,462)	(18,674)	(33,152)	(28,756)	(31,565)
CASHFLOWS FROM INVESTING ACTIVITIES							
Receipts							
Proceeds from sale of non-current assets.....	706	-	-	-	-	-	-
Payments							
Purchase of non-current assets.....	(25,842)	(44,586)	(44,019)	(43,641)	(31,430)	(3,626)	(3,627)
Other payments.....	(14,575)	(12,318)	(12,318)	(12,165)	(12,632)	(12,212)	(12,225)
Net cash from investing activities.....	(39,711)	(56,904)	(56,337)	(55,806)	(44,062)	(15,838)	(15,852)
CASHFLOWS FROM FINANCING ACTIVITIES							
Receipts							
Proceeds from borrowings.....	-	9,000	-	-	-	-	-
Payments							
Repayment of borrowings and leases.....	(1,038)	(9,664)	(668)	(705)	(710)	(717)	(712)
Other payments.....	(139)	-	-	-	-	-	-
Net cash from financing activities.....	(1,177)	(664)	(668)	(705)	(710)	(717)	(712)
CASHFLOWS FROM GOVERNMENT ACTIVITIES							
Receipts							
Major Treasurer's Special Purpose Account(s)							
Digital Capability Fund.....	306	989	989	-	-	-	-
Royalties for Regions							
Regional Community Services Fund.....	4	1	4	4	4	4	4
Softwood Plantation Expansion Fund.....	33,935	50,403	50,403	49,357	38,819	10,763	10,763
Ecological Thinning Program.....	27,902	43,066	26,406	31,203	45,976	47,125	47,928
Payments							
Dividends to Government.....	-	-	(1,283)	(2,114)	(3,209)	(2,213)	(5,039)
Local Government Rates Equivalent.....	(35)	(783)	(183)	(264)	(348)	(412)	(447)
Receipts paid into Consolidated Account.....	(5,107)	-	-	-	-	-	-
Net cash provided to Government.....	(57,005)	(93,676)	(76,336)	(78,186)	(81,242)	(55,267)	(53,209)
NET INCREASE/(DECREASE) IN CASH HELD.....	(643)	2,244	869	3,001	3,318	9,956	5,080
Cash assets at the beginning of the reporting period.....	30,244	27,491	29,601	30,470	33,471	36,789	46,745
Cash assets at the end of the reporting period.....	29,601	29,735	30,470	33,471	36,789	46,745	51,825

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

Racing and Wagering Western Australia

Part 4 Jobs and Economic Development

Asset Investment Program

1. The Authority's Asset Investment Program totals \$48 million over the forward estimates period and comprises:
 - 1.1. \$32.4 million for the development of wagering systems and products, including investment in ICT and general plant and equipment. The spend reflects both ongoing asset replacement and necessary innovation to remain relevant in a competitive market; and
 - 1.2. \$15.6 million for racing infrastructure improvements at various State-owned thoroughbred, harness and greyhound sites throughout Western Australia, as well as minor capital 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							
Racing Systems, Infrastructure and Minor Capital	47,252	31,640	6,788	3,903	3,903	3,903	3,903
Wagering Systems and Products	103,070	70,682	14,312	8,097	8,097	8,097	8,097
COMPLETED WORKS							
Required Building Improvements.....	15,490	15,490	25	-	-	-	-
Total Cost of Asset Investment Program.....	165,812	117,812	21,125	12,000	12,000	12,000	12,000
FUNDED BY							
Internal Funds and Balances.....			21,125	12,000	12,000	12,000	12,000
Total Funding.....			21,125	12,000	12,000	12,000	12,000

Western Australian Greyhound Racing Association

Part 4 Jobs and Economic Development

Asset Investment Program

1. The Authority's 2026-27 Asset Investment Program consists of operational plant, equipment and fittings replacement at the Cannington and Mandurah racetracks.

	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
COMPLETED WORKS							
Plant and Equipment							
Cannington - 2025-26 Program	150	150	150	-	-	-	-
Mandurah - 2025-26 Program.....	150	150	150	-	-	-	-
NEW WORKS							
Plant and Equipment							
Cannington							
2026-27 Program.....	150	-	-	150	-	-	-
2027-28 Program.....	150	-	-	-	150	-	-
2028-29 Program.....	150	-	-	-	-	150	-
2029-30 Program.....	150	-	-	-	-	-	150
Mandurah							
2026-27 Program.....	150	-	-	150	-	-	-
2027-28 Program.....	150	-	-	-	150	-	-
2028-29 Program.....	150	-	-	-	-	150	-
2029-30 Program.....	150	-	-	-	-	-	150
Total Cost of Asset Investment Program.....	1,500	300	300	300	300	300	300
FUNDED BY							
Internal Funds and Balances.....			300	300	300	300	300
Total Funding			300	300	300	300	300

The Burswood Park Board

Part 4 Jobs and Economic Development

Asset Investment Program

1. The Board's Asset Investment Program includes the replacement of park assets and the delivery of the playground replacement project which will create an activated nature play and contemporary playground space for public recreation and enjoyment.

	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 Program.....	5,044	3,452	695	452	380	380	380
Playground Replacement.....	5,000	292	250	1,903	2,805	-	-
COMPLETED WORKS							
Asset Replacement - Charles Paterson Park.....	400	400	113	-	-	-	-
Master Plan - Bilya Cafe	60	60	60	-	-	-	-
Total Cost of Asset Investment Program.....	10,504	4,204	1,118	2,355	3,185	380	380
FUNDED BY							
Internal Funds and Balances.....			1,118	2,355	3,185	380	380
Total Funding.....			1,118	2,355	3,185	380	380