

## Part 11

### Planning and Land Use

#### Introduction

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

#### Summary of Recurrent and Asset Investment Expenditure

Agency	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000
Planning, Lands and Heritage		
– Total Cost of Services .....	257,919	320,433
– Asset Investment Program .....	31,249	31,853
Western Australian Planning Commission		
– Total Cost of Services .....	62,410	64,657
– Asset Investment Program .....	104,730	73,882
Western Australian Land Information Authority		
– Total Cost of Services .....	123,341	157,914
– Asset Investment Program .....	5,260	11,488
DevelopmentWA		
– Asset Investment Program .....	489,573	681,875
Heritage Council of Western Australia		
– Total Cost of Services .....	1,540	1,598
National Trust of Australia (WA)		
– Total Cost of Services .....	8,188	9,305
– Asset Investment Program .....	932	4,803

## Ministerial Responsibilities

Minister	Agency	Services
Minister for Planning; Lands; Housing; Homelessness	Planning, Lands and Heritage	1. Planning Services
Minister for Planning; Lands; Housing; Homelessness	Planning, Lands and Heritage	2. Land Administration Services
Minister for Culture and the Arts; Sport and Recreation; International Education; Heritage  Minister for Education; Aboriginal Affairs; Citizenship and Multicultural Interests	Planning, Lands and Heritage	3. Historical Heritage Services 4. Aboriginal Heritage Management
Minister for Planning; Lands; Housing; Homelessness	Western Australian Planning Commission	1. Statutory Planning 2. Strategic Planning 3. Asset Management
Minister for Planning; Lands; Housing; Homelessness	Western Australian Land Information Authority	1. Land Titling 2. Valuations 3. Land Information and Services 4. Access to Location Information
	DevelopmentWA	n.a.
Minister for Culture and the Arts; Sport and Recreation; International Education; Heritage	Heritage Council of Western Australia	1. Cultural Heritage Conservation Services
	National Trust of Australia (WA)	1. Conservation and Management of Built Heritage 2. Heritage Services to the Community

## Division 43 **Planning, Lands and Heritage**

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

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

	2022-23	2023-24	2023-24 Estimated Actual \$'000	<b>2024-25 Budget Year \$'000</b>	2025-26	2026-27	2027-28
	Actual \$'000	Budget \$'000			Outyear \$'000	Outyear \$'000	Outyear \$'000
<b>DELIVERY OF SERVICES</b>							
Item 92 Net amount appropriated to deliver services .....	81,380	138,394	149,090	<b>207,494</b>	185,720	169,531	147,592
<b>Amount Authorised by Other Statutes</b>							
- Salaries and Allowances Act 1975.....	407	410	410	<b>461</b>	475	486	498
Total appropriations provided to deliver services .....	81,787	138,804	149,500	<b>207,955</b>	186,195	170,017	148,090
<b>CAPITAL</b>							
Item 160 Capital Appropriation .....	5,923	4,009	19,854	<b>7,339</b>	3,983	2,363	2,377
<b>TOTAL APPROPRIATIONS</b> .....	<b>87,710</b>	<b>142,813</b>	<b>169,354</b>	<b>215,294</b>	<b>190,178</b>	<b>172,380</b>	<b>150,467</b>
<b>EXPENSES</b>							
Total Cost of Services .....	207,916	283,901	257,919	<b>320,433</b>	276,886	259,253	236,558
Net Cost of Services <sup>(a)</sup> .....	192,645	241,001	243,687	<b>306,004</b>	259,093	241,345	218,649
<b>CASH ASSETS</b> <sup>(b)</sup> .....	25,959	35,788	22,311	<b>7,661</b>	9,423	8,315	6,876

(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 2023-24 Budget to Parliament on 11 May 2023, are outlined below:

	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>New Initiatives</b>					
Mira Mar Landslide .....	3,199	8,151	49	-	-
Perth and Peel Urban Greening Strategy .....	-	2,854	-	-	-
Pilbara Energy Transition .....	385	1,252	1,292	1,328	1,370
Western Australian Public Sector Learning Initiative .....	-	-	(112)	(211)	(242)
<b>Ongoing Initiatives</b>					
<i>Aboriginal Heritage Legislation Amendment and Repeal Act 2023</i> .....	380	7,462	5,681	5,065	3,868
Bushfire Mitigation .....	-	3,750	3,750	3,750	3,750
Election Commitment - Divestment of the Aboriginal Lands Trust Estate .....	-	2,348	2,448	2,808	2,698
Environmental Offsets Bank Model .....	-	665	-	-	-
Housing Diversity Pipeline and METRONET Housing Delivery Program .....	-	1,966	1,501	-	-
Implementation of Planning Reform Phase Two .....	-	1,438	2,017	2,082	2,122
Infrastructure Development Fund .....	-	-	150	150	898
Major Projects Facilitation .....	300	600	-	-	-
Precincts Project Team .....	-	1,362	1,385	1,405	1,429
Service Delivery Agreement (Department of Transport) .....	241	241	241	241	241
Service Delivery Agreement (Western Australian Planning Commission) .....	118	2,658	2,568	2,571	2,576
Wittenoom Townsite Demolition .....	724	-	-	-	-
<b>Other</b>					
Act of Grace Payment and Related Expenses .....	361	-	-	-	-
Government Regional Officer Housing .....	214	260	261	267	271
Salaries and Allowances Tribunal .....	-	47	59	60	72
State Fleet Updates .....	3	9	9	10	3

## Significant Issues Impacting the Agency

### Land and Housing Supply

1. Through the release of State-owned land to market, the Department is leading the Housing Diversity Pipeline and METRONET Housing Delivery Program to work with industry and create a pipeline of new housing developments. This joint project is part of the Government's program to improve the quality and accessibility of social housing in Western Australia and is being delivered in partnership with DevelopmentWA and Communities, and in consultation with the Departments of the Premier and Cabinet and Treasury.
2. The Department is also working to increase the supply of housing through the deconstraining and divestment of suitable surplus State-owned land, administration of the \$80 million Infrastructure Development Fund and other strategic planning and land use initiatives within METRONET precincts.

### Planning Reform

3. The Department, along with the Western Australian Planning Commission, is committed to the continued implementation of the Government's planning reform priorities, leading the way on the National Planning Reform Blueprint and accelerating the delivery of housing in Western Australia. Reform initiatives to be implemented in 2024-25 include outcomes from the review of the Western Australian Planning Commission, a review of the role and function of design review processes within the planning framework and amendments to modernise the Metropolitan Region Scheme.

## Major Projects

4. The Department is leading negotiations for redevelopment of the Perth Convention and Exhibition Centre with the intention of creating exhibition, conference and event spaces in the Perth Central Business District which can compete on the national and international stage and bring economic opportunities for Western Australia. The proposed redevelopment is set to transform Perth's waterfront and create a long-term economic boost for Western Australia, unlocking a new pipeline of construction jobs for the future and creating new local jobs across a diverse range of industries.
5. The Department, through land assembly, strategic planning advice and design services, continues to play a coordination and support role in the design and planning of the new Women and Babies Hospital, development of an Aboriginal Cultural Centre, and delivery of the Western Australian Cricket Association Ground Improvement and Aquatic Centre project, as well as other Government priority projects.

## Protecting and Managing Aboriginal Heritage

6. The Department has commenced a 10-year heritage survey program to complete the assessment and confirm the locations of Aboriginal heritage sites, map more accurate boundaries and confirm areas that are not sites of Aboriginal heritage. The surveys will commence in 2024 followed by the rollout of annual survey plans for the next 10 years to 2034-35.
7. The Department will administer a program to provide funding to build the capacity of Native Title groups, including relevant prescribed bodies corporate, registered claimants and Native Title representative bodies.
8. Implementation of an amended *Aboriginal Heritage Act 1972* will continue in 2024-25, ensuring that land use proponents and Native Title parties are aware of the changes to the laws and supporting the newly appointed Aboriginal Cultural Heritage Committee in discharging its functions within prescribed timeframes.

## Economic Diversification

9. The Department continues to manage and activate the Crown land estate through targeted land tenure and assembly to meet Government priorities. This includes supporting the growth of new industries, such as the emerging hydrogen and renewable energy sectors, decarbonisation projects, land for the Commonwealth Government's Rewiring the Nation program and supporting Native Title owners to realise new economic opportunities and improve community outcomes. The Department also facilitates responsible land management across the pastoral estate including the use of additional carbon farming methods on Western Australian Crown land. In 2024-25, the Department will execute the first ever diversification lease, allowing for concurrent land uses and supporting greater economic diversification across regional areas.
10. The Department continues to support the Market-led Proposals Policy, which was established as a pathway for the private sector to bring forward ideas and work with the Government to create jobs and stimulate the economy.
11. In collaboration with many other Government agencies, and the local government sector, the Department continues to undertake strategic planning to support future growth across regional Western Australia, including working with industry to secure regional investment and ensure the appropriate provision for key infrastructure and industrial lands.
12. State-significant Indigenous Land Use Agreements (ILUAs) provide Aboriginal people with long-term benefits and opportunities for economic, social and cultural outcomes. The Department, working closely with the Department of the Premier and Cabinet, is responsible for the delivery of up to 320,000 hectares into the Noongar Land Estate under the South West Native Title Settlement, 150,000 hectares of land into the Yamatji Land Estate under the Yamatji Nation ILUA and up to 15,500 hectares of Crown land as part of the Tjiwarl Palyakuwa (Agreement) ILUA.

## 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 Department's services, the desired outcomes and the relevant Government Goal. The key effectiveness indicators measure the extent of impact of the delivery of services on the achievement of desired outcomes. The key efficiency indicators monitor the relationship between the service delivered and the resources used to produce the service.

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

### Service Summary

Expense	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Year \$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
1. Planning Services.....	108,762	167,810	126,840	181,090	153,342	133,587	123,529
2. Land Administration Services.....	67,975	65,421	77,526	87,174	69,248	68,886	64,117
3. Historical Heritage Services.....	16,966	16,141	15,815	14,346	15,296	16,195	15,021
4. Aboriginal Heritage Management.....	14,213	34,529	37,738	37,823	39,000	40,585	33,891
<b>Total Cost of Services.....</b>	<b>207,916</b>	<b>283,901</b>	<b>257,919</b>	<b>320,433</b>	<b>276,886</b>	<b>259,253</b>	<b>236,558</b>

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

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
<b>Outcome: An effective planning system that supports the development of communities in Western Australia:</b>					
Percentage of applications determined within statutory timeframes.....	89%	85%	91%	85%	
Percentage of finalised appeals (excluding Development Assessment Panels) that are not upheld on review by the State Administrative Tribunal.....	100%	100%	93%	100%	1
Percentage of Local Planning Scheme amendments processed by the Department under delegated authority and submitted to the Minister within the statutory timeframe (Basic 42 days, Standard 60 days, Complex 90 days).....	87%	85%	88%	85%	
Percentage of Development Assessment Panel applications determined within the statutory timeframe.....	76%	85%	75%	75%	2
<b>Outcome: An effective system for the administration of Crown land and the Aboriginal Lands Trust estate:</b>					
Percentage of land tenure change and interest documents validly lodged with the Western Australian Land Information Authority (Landgate).....	98%	99%	99%	99%	
Number of leases or divestments of Aboriginal Lands Trust estate land to direct Aboriginal control.....	10	10	3	5	3
<b>Outcome: An effective system for the conservation of cultural heritage places in Western Australia for the benefit of present and future generations:</b>					
Percentage of visitors to Fremantle Prison satisfied with services provided by the Department.....	96%	97%	97%	97%	
Percentage of statutory approvals delivered to the Minister within statutory timeframes <sup>(b)</sup> .....	n.a.	n.a.	n.a.	95%	
Percentage of development/planning referrals processed within set timeframes.....	91%	95%	93%	95%	
Percentage of nominations progressed to preliminary review within set timeframes.....	100%	100%	100%	100%	

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

(b) This is a new Key Effectiveness Indicator to reflect new requirements under the amended *Aboriginal Heritage Act 1972*. This indicator takes effect from 1 July 2024, as such there are no results for 2022-23 or 2023-24.

**Explanation of Significant Movements**

(Notes)

1. The decrease between the 2023-24 Estimated Actual and the 2023-24 Budget is due to one appeal being upheld by the State Administrative Tribunal during the financial year.
2. The decrease between the 2023-24 Budget and the 2023-24 Estimated Actual reflects the transition to a scheduled meeting program and the adjustment of local government authorities and responsible authorities to meet the scheduled timeframes.
3. The variances between the 2023-24 Budget, 2023-24 Estimated Actual and 2024-25 Budget Target reflect that it is difficult to estimate how many divestments may eventuate each year. The Department has an Aboriginal engagement led model to progress the divestment program.

## Services and Key Efficiency Indicators

### 1. Planning Services

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

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

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	108,762	167,810	126,840	181,090	1
Less Income .....	3,566	4,756	3,132	3,971	2
Net Cost of Service .....	105,196	163,054	123,708	177,119	
<b>Employees (Full-Time Equivalents) .....</b>	692	549	555	578	
<b>Efficiency Indicators</b>					
Average cost of planning services .....	\$21,620.74	\$24,670.22	\$22,203.81	\$28,386.18	3

### Explanation of Significant Movements

(Notes)

1. The movements in Total Cost of Service between the 2023-24 Budget, the 2023-24 Estimated Actual and the 2024-25 Budget Target are mainly due to deferral of Infrastructure Development Fund expenditure, METRONET Precinct Infrastructure Fund expenditure and Housing Acceleration Fund expenditure for Housing Diversity Pipeline sites from 2023-24 to 2024-25.
2. The decrease in income between the 2023-24 Budget and the 2023-24 Estimated Actual is mainly due to the decrease in development application permit fee revenue following planning reform. The increase in income between the 2023-24 Estimated Actual and the 2024-25 Budget Target is mainly due to a projected increase in planning and development fee revenue.
3. The average cost of planning services has increased between the 2023-24 Estimated Actual and the 2024-25 Budget Target due to an increase in investment in strategic planning and land use initiatives.



## 2. Land Administration Services

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

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

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	67,975	65,421	77,526	87,174	1
Less Income .....	6,008	6,127	6,105	4,653	2
Net Cost of Service .....	61,967	59,294	71,421	82,521	
<b>Employees (Full-Time Equivalents) .....</b>	388	277	278	282	
<b>Efficiency Indicators</b>					
Average cost per square kilometre to administer Crown land and Aboriginal Lands Estate Trust.....	\$25.55	\$24.58	\$29.14	\$34.14	3

### Explanation of Significant Movements

(Notes)

1. The increase from the 2023-24 Budget to the 2023-24 Estimated Actual is mainly due to additional expenditure in 2023-24 (that was deferred from 2022-23) for the South West Native Title Settlement, Tjiwarl Palyakuwa (Agreement) ILUA, Remote Communities Transformation program and bushfire mitigation. The increase from the 2023-24 Estimated Actual to the 2024-25 Budget Target is primarily due to additional spending to acquire properties in Mira Mar impacted by the landslide, and the land divestment program, partially offset by the Department's revised expenditure profile on various other projects.
2. The decrease from the 2023-24 Estimated Actual to the 2024-25 Budget Target is mainly due to the reduction in the Department's pastoral lease revenue.
3. The increase from the 2023-24 Budget to the 2023-24 Estimated Actual is due to additional expenditure (as detailed in Note 1). The average cost is expected to further increase in the 2024-25 Budget Target relative to the 2023-24 Estimated Actual in line with the increased expenditure levels explained above.

### 3. Historical Heritage Services

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

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

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	16,966	16,141	15,815	14,346	
Less Income .....	3,638	3,892	3,885	4,100	
Net Cost of Service .....	13,328	12,249	11,930	10,246	
<b>Employees (Full-Time Equivalents) .....</b>	79	63	63	63	
<b>Efficiency Indicators</b>					
Average cost of historical heritage services .....	\$5,521.69	\$5,229.44	\$4,979.85	\$4,936.84	1
Average cost per visitor to Fremantle Prison .....	\$49.12	\$37.51	\$40.00	\$38.44	2

#### Explanation of Significant Movements

(Notes)

1. The average cost of historical heritage services has decreased from the 2023-24 Budget to the 2023-24 Estimated Actual as a result of an increased number of historical heritage services provided.
2. The average cost per visitor to Fremantle Prison has decreased from the 2022-23 Actual to the 2023-24 Budget mainly due to an increase in the number of visitors.

#### 4. Aboriginal Heritage Management

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

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

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	14,213	34,529	37,738	37,823	1
Less Income .....	2,059	28,125	1,110	1,705	2
Net Cost of Service .....	12,154	6,404	36,628	36,118	
<b>Employees (Full-Time Equivalents) .....</b>	118	90	91	93	
<b>Efficiency Indicators</b>					
Average cost of Aboriginal heritage management services .....	\$3,634.88	\$7,512.54	\$5,481.02	\$6,311.80	3

#### Explanation of Significant Movements

(Notes)

1. The \$20.3 million increase in Total Cost of Service from the 2022-23 Actual and the 2023-24 Budget is largely due to implementation of the *Aboriginal Cultural Heritage Act 2021*. The increase of \$3.2 million from the 2023-24 Budget to the 2023-24 Estimated Actual is primarily due to deferral of expenditure of various projects from 2022-23 to 2023-24.
2. The 2023-24 Budget reflected the estimate under the *Aboriginal Cultural Heritage Act 2021*, which was repealed and replaced by the amended *Aboriginal Heritage Act 1972* in November 2023.
3. The average cost of Aboriginal heritage management services has decreased from the 2023-24 Budget to the 2023-24 Estimated Actual due to an increase in the number of services provided (mainly the provision of advice on matters relating to Aboriginal heritage). The increase from the 2023-24 Estimated Actual to the 2024-25 Budget Target is due to a reduction in the estimated number of requests for advice (as stakeholders become more familiar with the amended *Aboriginal Heritage Act 1972*).

## Asset Investment Program

1. The Department's Asset Investment Program for 2024-25 totals \$31.9 million and is comprised primarily of accommodation, asset replacement, ICT projects and heritage conservation works.
2. The Asset Investment Program will fund a range of process improvements and works, including:
  - 2.1. conservation and restoration works at Fremantle Prison to ensure it continues to function as a renowned State-owned World Heritage-listed asset;
  - 2.2. the Planning Online Program is facilitating changes to the Department's business processes and systems to support planning reform initiatives. It includes an easy to navigate online planning portal that facilitates online lodgement of a broader range of planning applications and provide a more contemporary approach to public engagement;
  - 2.3. rebuild and refurbish dwellings damaged by flooding across the Kimberley due to Ex-Tropical Cyclone Ellie; and
  - 2.4. acquisition of properties impacted by a landslide in the suburb of Mira Mar, Albany.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-24 \$'000	2023-24 Estimated Expenditure \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>WORKS IN PROGRESS</b>							
Accommodation Refurbishment and Sustainability							
Initiatives.....	7,539	5,943	1,074	399	399	399	399
Fremantle Prison Restoration.....	9,172	5,793	3,861	1,750	1,629	-	-
ICT Projects							
ACHKnowledge Phase 2.....	8,400	5,150	5,150	3,250	-	-	-
ICT Asset Replacement.....	23,056	20,256	1,000	700	700	700	700
ICT Infrastructure.....	30,076	27,149	1,473	734	731	731	731
Planning Online Program.....	16,979	11,865	7,270	5,114	-	-	-
Other							
Kimberley Recovery Housing and Community Roads							
Package.....	21,439	6,646	6,646	12,006	2,787	-	-
Mira Mar Landslide.....	9,900	2,000	2,000	7,900	-	-	-
<b>COMPLETED WORKS</b>							
Fremantle Prison Priority Conservation.....	4,547	4,547	29	-	-	-	-
ICT Projects - <i>Aboriginal Cultural Heritage Act 2021</i>							
Implementation.....	3,830	3,830	2,066	-	-	-	-
Land Acquisitions - Act of Grace Payment.....	680	680	680	-	-	-	-
<b>Total Cost of Asset Investment Program.....</b>	<b>135,618</b>	<b>93,859</b>	<b>31,249</b>	<b>31,853</b>	<b>6,246</b>	<b>1,830</b>	<b>1,830</b>
<b>FUNDED BY</b>							
Capital Appropriation.....			19,356	6,826	3,459	1,830	1,830
Internal Funds and Balances.....			(2,517)	12,228	-	-	-
Major Treasurer's Special Purpose Account(s)							
Digital Capability Fund.....			7,764	793	-	-	-
Other <sup>(a)</sup> .....			6,646	12,006	2,787	-	-
<b>Total Funding.....</b>			<b>31,249</b>	<b>31,853</b>	<b>6,246</b>	<b>1,830</b>	<b>1,830</b>

(a) Disaster Recovery Funding Arrangements Western Australia.

## Financial Statements

### Income Statement

#### Expenses

1. The \$50 million increase in Total Cost of Services from the 2022-23 Actual to the 2023-24 Estimated Actual is mainly due to Infrastructure Development Fund grant payments and an increase in employee expenses due to wage growth and additional staffing to implement Planning Reform Phase Two.
2. The \$62.5 million increase in Total Cost of Services from the 2023-24 Estimated Actual to the 2024-25 Budget Year is mainly due to additional expenditure for various programs such as the Aboriginal Lands Trust Estate Divestment, Perth and Peel Urban Greening Strategy, amended *Aboriginal Heritage Act 1972*, additional Service Delivery Agreement expenditure and deferred expenditure from 2023-24 to 2024-25 in programs such as the Infrastructure Development Fund and METRONET Precinct Infrastructure Fund.
3. The \$43.5 million decrease in Total Cost of Services from the 2024-25 Budget Year to the 2025-26 Outyear is mainly due to a decrease in project expenditure in programs such as Infrastructure Development Fund, METRONET Precinct Infrastructure Fund and Mira Mar land acquisitions.

#### Income

4. The \$28.7 million decrease in regulatory fees and fines from the 2023-24 Budget to the 2023-24 Estimated Actual is due to the repeal of the *Aboriginal Cultural Heritage Act 2021*.
5. The \$71.4 million increase in total income from Government from the 2023-24 Estimated Actual to the 2024-25 Budget Year is mainly towards increased expenditure related to various programs as outlined in note 2 above.
6. The \$42.8 million decrease in total income from Government from the 2024-25 Budget Year to the 2025-26 Outyear is mainly due to reductions in the Infrastructure Development Fund allocation and Yamatji Nation ILUA, and one-off funding provided in 2024-25 towards Development Assessment Panel reforms.

### Statement of Financial Position

7. The \$14.7 million decrease in cash assets from the 2023-24 Estimated Actual to the 2024-25 Budget Year is mainly due to cash (capital appropriation drawn down in 2023-24 however unspent due to procurement delays) being utilised to meet the cost of capital projects and other activities to 2024-25. The strong employment market, disruptions in the supply chain and reduced availability of professional and consulting services led to deferral of many procurement activities.

### Statement of Cashflows

8. The \$102 million increase in net cash provided by Government from the 2022-23 Actual to the 2023-24 Estimated Actual is largely due to the Infrastructure Development Fund allocation, increase in Yamatji Nation ILUA and the Department's baseline funding.
9. The \$42.9 million increase in net cash provided by Government from the 2023-24 Estimated Actual to the 2024-25 Budget Year is largely due to reprofiling of budget from 2022-23 and 2023-24 to outyears and increase in Infrastructure Development Fund allocation.
10. The \$53.3 million decrease in net cash from operating activities from the 2023-24 Estimated Actual to the 2024-25 Budget Year is mainly due to increased operating payments in grants and subsidies and supplies and services relating to the various initiatives outlined in note 2 above.

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>COST OF SERVICES</b>							
<b>Expenses</b>							
Employee benefits (b) .....	113,341	123,573	128,530	135,144	128,518	134,028	128,604
Grants and subsidies (c) .....	16,714	51,401	37,801	70,183	47,150	20,720	25,396
Supplies and services .....	49,393	63,058	53,269	71,558	64,201	69,531	47,678
Accommodation .....	9,746	10,421	10,417	10,532	10,532	10,532	10,535
Depreciation and amortisation .....	2,275	5,254	5,374	8,488	10,560	11,994	11,997
Finance and interest costs .....	42	59	71	69	65	60	51
Other expenses .....	16,405	30,135	22,457	24,459	15,860	12,388	12,297
<b>TOTAL COST OF SERVICES .....</b>	<b>207,916</b>	<b>283,901</b>	<b>257,919</b>	<b>320,433</b>	<b>276,886</b>	<b>259,253</b>	<b>236,558</b>
<b>Income</b>							
Sale of goods and services .....	3,994	3,591	3,591	3,591	3,591	3,591	3,591
Regulatory fees and fines .....	5,356	33,036	4,368	6,119	9,481	9,596	9,597
Grants and subsidies .....	783	841	841	756	756	756	756
Other revenue .....	5,138	5,432	5,432	3,963	3,965	3,965	3,965
<b>Total Income .....</b>	<b>15,271</b>	<b>42,900</b>	<b>14,232</b>	<b>14,429</b>	<b>17,793</b>	<b>17,908</b>	<b>17,909</b>
<b>NET COST OF SERVICES .....</b>	<b>192,645</b>	<b>241,001</b>	<b>243,687</b>	<b>306,004</b>	<b>259,093</b>	<b>241,345</b>	<b>218,649</b>
<b>INCOME FROM GOVERNMENT</b>							
Service appropriations .....	81,787	138,804	149,500	207,955	186,195	170,017	148,090
Resources received free of charge .....	9,564	11,245	11,245	11,245	11,245	11,245	11,245
Major Treasurer's Special Purpose Account(s)							
Royalties for Regions Fund							
Regional Community Services Fund .....	5,822	5,826	5,914	5,930	5,822	5,822	5,822
Other revenues .....	49,712	70,259	65,010	77,890	56,936	51,376	51,439
<b>TOTAL INCOME FROM GOVERNMENT .....</b>	<b>146,885</b>	<b>226,134</b>	<b>231,669</b>	<b>303,020</b>	<b>260,198</b>	<b>238,460</b>	<b>216,596</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD .....</b>	<b>(45,760)</b>	<b>(14,867)</b>	<b>(12,018)</b>	<b>(2,984)</b>	<b>1,105</b>	<b>(2,885)</b>	<b>(2,053)</b>

(a) Full audited financial statements are published in the Department's Annual Report.  
 (b) The full-time equivalents for 2022-23 Actual, 2023-24 Estimated Actual and 2024-25 Budget Year are 1,277, 987 and 1,016 respectively.  
 (c) Refer to the Details of Controlled Grants and Subsidies table below for further information.

**DETAILS OF CONTROLLED GRANTS AND SUBSIDIES**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<i>Aboriginal Cultural Heritage Act 2021 Grants</i> .....	247	-	-	-	-	-	-
Aboriginal Heritage Grants .....	186	250	250	250	250	250	250
Aboriginal Lands Trust Estate Divestment Program .....	-	-	-	2,348	2,448	2,808	2,698
Aboriginal Lands Trust Estate Management.....	3,567	2,064	2,064	2,064	2,064	2,064	2,064
Anketell Port and Strategic Industrial Area - Compensation for Lands Acquisition .....	3,162	1,818	1,818	-	-	-	-
Bushfire Risk Management Planning .....	3,650	3,700	3,700	3,750	3,750	3,750	3,750
Coastal Erosion Hotspots (CoastWA) .....	2,351	2,271	2,271	2,005	1,605	-	-
Coastal Zone Management .....	637	708	708	706	706	706	706
Cossack Townsite .....	-	120	120	120	120	120	120
Cultural and Heritage Assets Program - Cyclone Seroja .....	58	1,600	1,600	-	-	-	-
Fire Risk Management Contribution .....	500	450	450	450	450	450	450
Infrastructure Development Fund .....	-	20,000	10,200	45,000	25,000	-	-
Local Government Heritage Consultancy Grants .....	209	120	120	120	120	120	120
Management of Araluen Botanic Park.....	1,050	1,000	1,000	1,000	1,000	1,000	1,000
Native Title Capacity Building Program .....	507	17,000	13,500	11,070	8,637	8,452	13,250
Other .....	590	-	-	1,000	1,000	1,000	988
Precinct Infrastructure Fund - High Wycombe Station and Redcliffe Station .....	-	300	-	300	-	-	-
<b>TOTAL</b> .....	16,714	51,401	37,801	70,183	47,150	20,720	25,396

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CURRENT ASSETS</b>							
Cash assets.....	21,754	30,596	18,106	3,456	5,218	4,110	2,671
Restricted cash.....	1,347	2,740	1,347	1,347	1,347	1,347	1,347
Receivables.....	7,755	6,872	7,755	7,755	7,755	7,755	7,755
Other.....	3,714	4,241	3,714	3,714	3,714	3,714	3,714
<b>Total current assets.....</b>	<b>34,570</b>	<b>44,449</b>	<b>30,922</b>	<b>16,272</b>	<b>18,034</b>	<b>16,926</b>	<b>15,487</b>
<b>NON-CURRENT ASSETS</b>							
Holding Account receivables.....	51,739	57,473	57,593	66,561	77,601	90,075	102,552
Property, plant and equipment.....	302,611	302,632	315,656	330,893	332,559	329,899	321,752
Intangibles.....	2,058	22,011	13,632	14,208	8,673	1,709	108
Restricted cash.....	2,858	2,452	2,858	2,858	2,858	2,858	2,858
<b>Total non-current assets.....</b>	<b>359,266</b>	<b>384,568</b>	<b>389,739</b>	<b>414,520</b>	<b>421,691</b>	<b>424,541</b>	<b>427,270</b>
<b>TOTAL ASSETS.....</b>	<b>393,836</b>	<b>429,017</b>	<b>420,661</b>	<b>430,792</b>	<b>439,725</b>	<b>441,467</b>	<b>442,757</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions.....	25,062	25,523	26,145	27,228	28,311	29,394	30,477
Payables.....	3,364	856	3,364	3,364	3,364	3,364	3,364
Borrowings and leases.....	263	214	481	443	430	456	441
Other.....	7,428	8,397	7,439	7,450	7,461	7,472	7,483
<b>Total current liabilities.....</b>	<b>36,117</b>	<b>34,990</b>	<b>37,429</b>	<b>38,485</b>	<b>39,566</b>	<b>40,686</b>	<b>41,765</b>
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions.....	4,869	4,797	4,869	4,869	4,869	4,869	4,869
Borrowings and leases.....	593	656	524	397	331	312	199
<b>Total non-current liabilities.....</b>	<b>5,462</b>	<b>5,453</b>	<b>5,393</b>	<b>5,266</b>	<b>5,200</b>	<b>5,181</b>	<b>5,068</b>
<b>TOTAL LIABILITIES.....</b>	<b>41,579</b>	<b>40,443</b>	<b>42,822</b>	<b>43,751</b>	<b>44,766</b>	<b>45,867</b>	<b>46,833</b>
<b>EQUITY</b>							
Contributed equity.....	253,308	277,190	290,784	302,970	309,783	313,309	315,686
Accumulated surplus/(deficit).....	(51,564)	(37,849)	(63,582)	(66,566)	(65,461)	(68,346)	(70,399)
Reserves.....	150,513	149,233	150,637	150,637	150,637	150,637	150,637
<b>Total equity.....</b>	<b>352,257</b>	<b>388,574</b>	<b>377,839</b>	<b>387,041</b>	<b>394,959</b>	<b>395,600</b>	<b>395,924</b>
<b>TOTAL LIABILITIES AND EQUITY.....</b>	<b>393,836</b>	<b>429,017</b>	<b>420,661</b>	<b>430,792</b>	<b>439,725</b>	<b>441,467</b>	<b>442,757</b>

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



**STATEMENT OF CASHFLOWS (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CASHFLOWS FROM GOVERNMENT</b>							
Service appropriations .....	76,439	133,070	143,646	198,987	175,155	157,543	135,613
Capital appropriation.....	5,923	4,009	19,854	7,339	3,983	2,363	2,377
Major Treasurer's Special Purpose Account(s)							
Climate Action Fund.....	77	2,518	2,518	1,627	998	832	-
Digital Capability Fund .....	11,885	9,604	9,604	1,254	331	331	-
Royalties for Regions Fund							
Regional Community Services Fund .....	5,822	5,826	5,914	5,930	5,822	5,822	5,822
Social Housing Investment Fund .....	-	5,500	5,500	1,966	1,501	-	-
Other.....	49,866	70,259	65,010	77,890	56,936	51,376	51,439
<b>Net cash provided by Government .....</b>	<b>150,012</b>	<b>230,786</b>	<b>252,046</b>	<b>294,993</b>	<b>244,726</b>	<b>218,267</b>	<b>195,251</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits .....	(111,587)	(122,544)	(127,501)	(134,116)	(127,490)	(133,000)	(127,576)
Grants and subsidies .....	(16,719)	(51,401)	(37,801)	(70,183)	(47,150)	(20,720)	(25,396)
Supplies and services.....	(39,210)	(52,394)	(42,605)	(60,893)	(53,536)	(58,866)	(37,013)
Accommodation.....	(9,059)	(9,824)	(9,820)	(9,935)	(9,935)	(9,935)	(9,938)
GST payments.....	(9,064)	(6,240)	(6,240)	(6,240)	(6,240)	(6,240)	(6,240)
Finance and interest costs.....	(43)	(59)	(71)	(69)	(65)	(60)	(51)
Other payments .....	(15,986)	(30,087)	(20,409)	(16,511)	(15,812)	(12,340)	(12,249)
<b>Receipts (b)</b>							
Regulatory fees and fines .....	5,357	33,036	4,368	6,119	9,481	9,596	9,597
Grants and subsidies .....	783	841	841	756	756	756	756
Sale of goods and services.....	3,816	4,444	4,444	4,444	4,444	4,444	4,444
GST receipts.....	8,196	6,233	6,233	6,233	6,233	6,233	6,233
Other receipts .....	4,079	4,587	4,587	3,118	3,120	3,120	3,120
<b>Net cash from operating activities .....</b>	<b>(179,437)</b>	<b>(223,408)</b>	<b>(223,974)</b>	<b>(277,277)</b>	<b>(236,194)</b>	<b>(217,012)</b>	<b>(194,313)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Purchase of non-current assets .....	(11,369)	(19,331)	(31,249)	(31,853)	(6,246)	(1,830)	(1,830)
<b>Net cash from investing activities .....</b>	<b>(11,369)</b>	<b>(19,331)</b>	<b>(31,249)</b>	<b>(31,853)</b>	<b>(6,246)</b>	<b>(1,830)</b>	<b>(1,830)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
Repayment of borrowings and leases.....	(417)	(356)	(471)	(513)	(524)	(533)	(547)
<b>Net cash from financing activities .....</b>	<b>(417)</b>	<b>(356)</b>	<b>(471)</b>	<b>(513)</b>	<b>(524)</b>	<b>(533)</b>	<b>(547)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD.....</b>	<b>(41,211)</b>	<b>(12,309)</b>	<b>(3,648)</b>	<b>(14,650)</b>	<b>1,762</b>	<b>(1,108)</b>	<b>(1,439)</b>
Cash assets at the beginning of the reporting period .....	67,170	48,097	25,959	22,311	7,661	9,423	8,315
<b>Cash assets at the end of the reporting period .....</b>	<b>25,959</b>	<b>35,788</b>	<b>22,311</b>	<b>7,661</b>	<b>9,423</b>	<b>8,315</b>	<b>6,876</b>

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

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

**NET APPROPRIATION DETERMINATION (a)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>Regulatory Fees and Fines</b>							
Aboriginal Cultural Heritage Fees.....	-	28,000	988	1,582	2,017	2,055	2,056
Development Assessment Panel Fees.....	2,060	3,888	2,232	3,077	6,004	6,081	6,081
Regulatory Fees and Fines.....	3,297	1,148	1,148	1,460	1,460	1,460	1,460
<b>Grants and Subsidies</b>							
Grants and Subsidies.....	783	14,853	9,486	21,079	4,337	756	756
<b>Sale of Goods and Services</b>							
Sale of Goods and Services.....	3,816	4,744	4,744	4,744	4,744	4,744	4,744
<b>Service Delivery Agreement</b>							
Receipts from Service Delivery Agreement.....	44,782	47,866	47,984	55,101	52,646	50,667	50,730
<b>GST Receipts</b>							
GST Receipts.....	8,196	6,233	6,233	6,233	6,233	6,233	6,233
<b>Other Receipts</b>							
Other Receipts.....	3,240	3,419	3,419	2,501	746	746	746
Pastoral Leases.....	3,423	4,249	4,249	2,783	2,783	2,783	2,783
<b>TOTAL</b> .....	69,597	114,400	80,483	98,560	80,970	75,525	75,589

(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**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>INCOME</b>							
<b>Other</b>							
Net Assets Transferred In.....	54,852	-	6,850	-	-	-	-
Other Revenue.....	264,815	1,569	1,569	1,569	1,569	1,569	1,569
Rent Revenue.....	25,264	18,609	18,609	18,609	18,609	18,609	18,609
Sale of Land.....	44,742	23,000	23,000	15,000	15,000	15,000	15,000
<b>TOTAL ADMINISTERED INCOME</b> .....	389,673	43,178	50,028	35,178	35,178	35,178	35,178
<b>EXPENSES</b>							
<b>Other</b>							
Employee Expenses.....	824	965	965	965	965	965	965
Net Assets Transferred Out.....	34,028	-	-	-	-	-	-
Other Expenses.....	79,084	4,356	4,356	4,356	4,356	4,356	4,356
Payments to Consolidated Account.....	67,473	39,737	39,737	31,737	31,737	31,737	31,737
<b>TOTAL ADMINISTERED EXPENSES</b> .....	181,409	45,058	45,058	37,058	37,058	37,058	37,058

**Agency Special Purpose Account Details**

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

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

	2022-23 Actual \$'000	2023-24 Budget \$'000	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000
Opening Balance .....	25,759	23,561	24,214	22,016
Receipts:				
Other .....	110	1,556	1,556	1,556
	25,869	25,117	25,770	23,572
Payments .....	1,655	3,754	3,754	3,754
<b>CLOSING BALANCE.....</b>	<b>24,214</b>	<b>21,363</b>	<b>22,016</b>	<b>19,818</b>

# Division 44 **Western Australian Planning Commission**

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

### Appropriations, Expenses and Cash Assets

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>DELIVERY OF SERVICES</b>							
Item 93 Net amount appropriated to deliver services .....	11,690	10,781	10,781	<b>10,222</b>	8,132	6,150	6,208
<b>Amount Authorised by Other Statutes - Metropolitan Region Improvement Tax Act 1959 .....</b>							
	89,160	97,240	94,958	<b>101,036</b>	103,748	105,154	106,560
Total appropriations provided to deliver services .....	100,850	108,021	105,739	<b>111,258</b>	111,880	111,304	112,768
<b>CAPITAL</b>							
Item 161 Capital Appropriation .....	5,400	5,400	5,400	<b>5,400</b>	5,400	5,400	5,400
<b>TOTAL APPROPRIATIONS .....</b>	<b>106,250</b>	<b>113,421</b>	<b>111,139</b>	<b>116,658</b>	<b>117,280</b>	<b>116,704</b>	<b>118,168</b>
<b>EXPENSES</b>							
Total Cost of Services .....	83,586	56,025	62,410	<b>64,657</b>	60,445	58,466	58,529
Net Cost of Services <sup>(a)</sup> .....	48,707	32,841	39,226	<b>39,482</b>	34,448	32,469	32,532
<b>CASH ASSETS <sup>(b)</sup> .....</b>	<b>435,006</b>	<b>424,650</b>	<b>441,889</b>	<b>482,383</b>	<b>544,164</b>	<b>611,348</b>	<b>682,533</b>

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

(b) As at 30 June each financial year.

### Spending Changes

Recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the Commission's Income Statement since presentation of the 2023-24 Budget to Parliament on 11 May 2023, are outlined below:

	2023-24	2024-25	2025-26	2026-27	2027-28
	Estimated	Budget	Outyear	Outyear	Outyear
	Actual	Year	\$'000	\$'000	\$'000
	\$'000	\$'000			
<b>New Initiative</b>					
Perth and Peel Urban Greening Strategy <sup>(a)</sup> .....	-	2,854	-	-	-
<b>Other</b>					
2024-25 Tariffs, Fees and Charges .....	-	545	545	545	545
Service Delivery Agreement (Planning, Lands and Heritage) <sup>(a)</sup> .....	118	2,658	2,568	2,571	2,576

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

## Significant Issues Impacting the Agency

### Planning Reform

1. The review of the Commission, undertaken as an initiative of the Government's Action Plan for Planning Reform, is being finalised for implementation in 2024-25. Reform of the Commission will involve a change in membership and sub-committees to increase the efficiency and strategic focus of the Commission and clarify its role as an expert advisor and independent decision-making body with technical skills and expertise.

### METRONET Precinct Planning

2. The Commission will continue to support the delivery of METRONET and maximise opportunities from the significant investment in public transport infrastructure. It will provide urban planning and design expertise in relation to the planning and development of station precincts that will support the delivery of affordable housing on State-owned land. The Commission retains oversight of precinct planning to ensure alignment with State planning policies, designing future communities that offer a diversity of housing types, walkable catchments and essential local amenities, and consideration of the local character and liveable environments.

### Land Acquisition

3. The Commission continues its strategic land acquisition program to support the METRONET program and delivery of major infrastructure projects, to ensure the protection of Bush Forever areas, and reserve land critical for future planning requirements. The Commission is responsible for strategic land acquisition on behalf of the State and is working to acquire selected sites in private ownership. On behalf of the Commission, Planning, Lands and Heritage works closely with Communities to ensure acquired properties on reserved land are made available for social housing wherever possible.

### Perth and Peel Urban Greening Strategy

4. The Commission, with the support of Planning, Lands and Heritage and Water and Environmental Regulation, is leading the development of a whole-of-government strategy that will guide Government priorities for urban greening in the Perth and Peel regions. It will set a strategic framework to coordinate and support urban greening efforts and to encourage urban greening initiatives across all areas of government. The strategy is being developed with key stakeholders and community input.

## Resource Agreement

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

## Outcomes, Services and Key Performance Information

### Relationship to Government Goals

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

Government Goal	Desired Outcome	Services
Investing in WA's Future: Tackling climate action and supporting the arts, culture and sporting sectors to promote vibrant communities.	An efficient and effective planning system that promotes use and development of land in Western Australia.	1. Statutory Planning 2. Strategic Planning 3. Asset Management

## Service Summary

Expense	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Year \$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
1. Statutory Planning .....	15,724	17,275	17,275	19,207	18,772	18,772	18,772
2. Strategic Planning .....	21,820	12,207	12,974	13,261	9,497	7,458	7,458
3. Asset Management.....	46,042	26,543	32,161	32,189	32,176	32,236	32,299
<b>Total Cost of Services.....</b>	<b>83,586</b>	<b>56,025</b>	<b>62,410</b>	<b>64,657</b>	<b>60,445</b>	<b>58,466</b>	<b>58,529</b>

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

	2022-23	2023-24	2023-24	2024-25	Note
	Actual	Budget	Estimated Actual	Budget Target	
<b>Outcome: An efficient and effective planning system that promotes use and development of land in Western Australia:</b>					
The proportion of residential land in the metropolitan area that is capable of multiple dwellings within 400m and 800m of the capital city, a strategic metropolitan centre, or a train station:					
400 metres.....	44%	45%	44%	45%	
800 metres.....	33%	36%	34%	36%	
The proportion of residential land that is zoned R40 and above that is within 400m of a major regional centre .....	66%	67%	69%	70%	
The percentage of subdivision applications determined within the statutory timeframe.....	87%	85%	91%	85%	1
The percentage of development applications determined within the statutory timeframe.....	68%	85%	81%	85%	2
Vacancy rate of residential properties available for rent.....	1%	1%	1%	1%	
Vacancy rate of commercial properties available for rent.....	6%	4%	3%	4%	

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

## Explanation of Significant Movements

(Notes)

1. The increase from the 2023-24 Budget to the 2023-24 Estimated Actual is due to the allocation of additional resources in 2023-24 towards the processing of subdivision applications.
2. The increase from the 2022-23 Actual to the 2023-24 Estimated Actual is mainly due to allocation of additional resources from 2023-24 onwards towards the processing of development applications.

## Services and Key Efficiency Indicators

### 1. Statutory Planning

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

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
Total Cost of Service .....	\$'000 15,724	\$'000 17,275	\$'000 17,275	\$'000 19,207	1
Less Income .....	10,942	12,698	12,698	14,689	2
Net Cost of Service .....	4,782	4,577	4,577	4,518	
<b>Efficiency Indicators</b>					
Average cost per statutory application .....	\$3,649	\$3,285	\$4,038	\$3,624	3

### Explanation of Significant Movements

(Notes)

- The movements in Total Cost of Service between the 2022-23 Actual, 2023-24 Budget and the 2024-25 Budget Target relate to changes in Service Delivery Agreement payments to Planning, Lands and Heritage. Planning, Lands and Heritage incurs all costs related to the statutory planning application approval process, which is partially funded by fee revenue received by the Commission. To facilitate this funding regime, the Commission records the funds transferred to Planning, Lands and Heritage in Total Cost of Service.
- The increase in income from the 2023-24 Estimated Actual to the 2024-25 Budget Target reflects an anticipated higher collection of statutory planning application fees on the back of an improving property market.
- Higher average cost per statutory application in the 2023-24 Estimated Actual compared to the 2023-24 Budget is due to a decrease in the number of statutory planning applications impacted by high interest rates and construction costs.

### 2. Strategic Planning

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

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
Total Cost of Service .....	\$'000 21,820	\$'000 12,207	\$'000 12,974	\$'000 13,261	1
Less Income .....	nil	nil	nil	nil	
Net Cost of Service .....	21,820	12,207	12,974	13,261	
<b>Efficiency Indicators</b>					
Average cost per strategic project .....	\$963,128	\$493,889	\$508,263	\$591,625	2

### Explanation of Significant Movements

(Notes)

- The 2022-23 Actual of \$21.8 million included the one-off cost for the facilitation of public infrastructure works.
- Higher average cost per strategic project in the 2022-23 Actual reflects the one-off cost for the facilitation of public infrastructure works. Higher average cost per strategic project in the 2024-25 Budget Target compared to the 2023-24 Estimated Actual is due to anticipated decrease in the number of strategic projects.

### 3. Asset Management

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

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	46,042	26,543	32,161	32,189	1
Less Income .....	23,937	10,486	10,486	10,486	2
Net Cost of Service .....	22,105	16,057	21,675	21,703	
<b>Efficiency Indicators</b>					
Average cost of service for the management of Whiteman Park per hectare managed .....	\$2,801	\$2,750	\$2,807	\$2,841	
Average cost of service for the management of residential and commercial properties per property .....	\$20,653	\$21,220	\$20,810	\$22,958	3
Average cost of service for the management of reserved land (excluding Whiteman Park and Residential and Commercial properties) per hectare managed .....	\$458	\$469	\$479	\$538	4

#### Explanation of Significant Movements

(Notes)

1. The 2022-23 Actual of \$46 million included impairment losses on land owned of \$12.6 million. The impairment losses are attributed to changes in land use of Commission-held land to more restrictive purposes, such as parks and recreation, roads, railways and public purposes. The losses relate to year-end adjustments and are not included in the 2023-24 Budget, 2023-24 Estimated Actual and the 2024-25 Budget Target. The increase between the 2023-24 Budget and the 2023-24 Estimated Actual is mainly due to the accounting treatment of compensation payments related to land acquisitions (with spending originally profiled as asset investment at the 2023-24 Budget reclassified to expenses in the 2023-24 Estimated Actual).
2. The 2022-23 Actual of \$23.9 million included a revaluation increment on land owned of \$7.6 million and gain on sale of land of \$6.7 million.
3. The increase from the 2023-24 Estimated Actual to the 2024-25 Budget Target is due to higher anticipated property rental management and maintenance costs.
4. The increase from the 2023-24 Estimated Actual to the 2024-25 Budget Target is due to higher anticipated ground maintenance costs.



## Asset Investment Program

1. The Commission's 2024-25 Asset Investment Program (AIP) totals \$73.9 million in 2024-25 and includes the acquisition of land reserved under the Metropolitan, Peel and Greater Bunbury Region Schemes and development of facilities on reserved land, along with land acquisitions for transport infrastructure.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-24 \$'000	2023-24 Estimated Expenditure \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>WORKS IN PROGRESS</b>							
Ascot Kilns Preservation Works .....	10,201	9,981	5,999	220	-	-	-
Buildings/Infrastructure .....	24,253	19,053	2,128	1,300	1,300	1,300	1,300
Other Minor Equipment .....	3,893	3,289	151	151	151	151	151
<b>COMPLETED WORKS</b>							
Acquisition of Land - 2023-24 Program .....	94,452	94,452	94,452	-	-	-	-
Regional Land Acquisitions - 2023-24 Program .....	2,000	2,000	2,000	-	-	-	-
<b>NEW WORKS</b>							
Acquisition of Land							
2024-25 Program .....	55,041	-	-	55,041	-	-	-
2025-26 Program .....	40,400	-	-	-	40,400	-	-
2026-27 Program .....	40,400	-	-	-	-	40,400	-
2027-28 Program .....	40,400	-	-	-	-	-	40,400
Regional Land Acquisitions							
2024-25 Program .....	17,170	-	-	17,170	-	-	-
2025-26 Program .....	6,400	-	-	-	6,400	-	-
2026-27 Program .....	5,400	-	-	-	-	5,400	-
2027-28 Program .....	5,400	-	-	-	-	-	5,400
<b>Total Cost of Asset Investment Program .....</b>	<b>345,410</b>	<b>128,775</b>	<b>104,730</b>	<b>73,882</b>	<b>48,251</b>	<b>47,251</b>	<b>47,251</b>
<b>FUNDED BY</b>							
Asset Sales .....			20,250	5,000	5,000	5,000	5,000
Capital Appropriation .....			5,400	5,400	5,400	5,400	5,400
Internal Funds and Balances .....			79,080	63,482	37,851	36,851	36,851
<b>Total Funding .....</b>			<b>104,730</b>	<b>73,882</b>	<b>48,251</b>	<b>47,251</b>	<b>47,251</b>

## Financial Statements

### Income Statement

#### Expenses

- The decrease in Total Cost of Services from the 2022-23 Actual to the 2023-24 Estimated Actual is mainly due to the one-off cost for the facilitation of public infrastructure works and impairment losses on land.
- The increase in Total Cost of Services from the 2023-24 Budget to the 2023-24 Estimated Actual is mainly due to the impact of the accounting treatment of compensation payments related to land acquisitions (with these payments being expensed rather than capitalised, as initially budgeted).

#### Income

- The decrease in Total Income from the 2022-23 Actual to the 2023-24 Estimated Actual is mainly due to asset revaluation increment and profit on disposal of non-current assets.

### Statement of Financial Position

- The increase in property, plant and equipment across the 2022-23 Actual to the outyears is mainly due to land acquisitions to support key Government priorities and transport infrastructure requirements.
- The decrease in total current liabilities from the 2023-24 Budget to the 2023-24 Estimates Actual is mainly due to provision for compensation claim for land acquired under a Taking Order.

**Statement of Cashflows**

6. The increase in net cash provided by Government from the 2023-24 Estimated Actual to the 2024-25 Budget Year is mainly due to proceeds of \$12 million received from the sale of land to other public sector entities and higher Metropolitan Region Improvement Tax receipts.
7. The decrease in net cash from operating activities from the 2023-24 Budget to the 2023-24 Estimated Actual is mainly due to compensation payments related to land acquisition.
8. The decrease in net cash from investing activities from the 2022-23 Actual to the 2023-24 Estimated Actual is largely due to land acquisitions for transport infrastructure.
9. The increase in net cash from investing activities from the 2023-24 Estimated Actual to the 2024-25 Budget Year is mainly due to a lower land acquisition payments in 2024-25 and a one-off land sale of \$15.2 million in 2023-24.

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>COST OF SERVICES</b>							
<b>Expenses</b>							
Grants and subsidies <sup>(b)</sup> .....	300	300	300	300	300	300	300
Supplies and services .....	1,290	1,875	2,642	563	563	563	563
Depreciation and amortisation .....	17,091	3,600	3,600	3,600	3,600	3,600	3,600
Other expenses .....	64,905	50,250	55,868	60,194	55,982	54,003	54,066
<b>TOTAL COST OF SERVICES</b> .....	<b>83,586</b>	<b>56,025</b>	<b>62,410</b>	<b>64,657</b>	<b>60,445</b>	<b>58,466</b>	<b>58,529</b>
<b>Income</b>							
Regulatory fees and fines .....	10,942	12,698	12,698	14,689	15,511	15,511	15,511
Other revenue .....	23,937	10,486	10,486	10,486	10,486	10,486	10,486
<b>Total Income</b> .....	<b>34,879</b>	<b>23,184</b>	<b>23,184</b>	<b>25,175</b>	<b>25,997</b>	<b>25,997</b>	<b>25,997</b>
<b>NET COST OF SERVICES</b> .....	<b>48,707</b>	<b>32,841</b>	<b>39,226</b>	<b>39,482</b>	<b>34,448</b>	<b>32,469</b>	<b>32,532</b>
<b>INCOME FROM GOVERNMENT</b>							
Service appropriations .....	100,850	108,021	105,739	111,258	111,880	111,304	112,768
Resources received free of charge .....	304	450	450	450	450	450	450
Other revenues .....	12,476	13,262	17,812	19,000	21,000	24,000	26,600
<b>TOTAL INCOME FROM GOVERNMENT</b> .....	<b>113,630</b>	<b>121,733</b>	<b>124,001</b>	<b>130,708</b>	<b>133,330</b>	<b>135,754</b>	<b>139,818</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD</b> .....	<b>64,923</b>	<b>88,892</b>	<b>84,775</b>	<b>91,226</b>	<b>98,882</b>	<b>103,285</b>	<b>107,286</b>

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

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

**DETAILS OF CONTROLLED GRANTS AND SUBSIDIES**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
Strategic Transport Evaluation Model .....	300	300	300	300	300	300	300
<b>TOTAL</b> .....	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CURRENT ASSETS</b>							
Cash assets.....	12,368	16,771	14,631	14,631	14,631	14,631	14,631
Restricted cash.....	422,638	407,879	427,258	467,752	529,533	596,717	667,902
Receivables.....	10,293	6,871	9,825	9,795	9,765	9,735	9,705
Other.....	8,047	57,672	8,047	8,047	8,047	8,047	8,047
Assets held for sale.....	791	6,162	791	791	791	791	791
<b>Total current assets.....</b>	<b>454,137</b>	<b>495,355</b>	<b>460,552</b>	<b>501,016</b>	<b>562,767</b>	<b>629,921</b>	<b>701,076</b>
<b>NON-CURRENT ASSETS</b>							
Holding Account receivables.....	7,399	7,779	7,779	8,159	8,539	8,919	9,299
Property, plant and equipment.....	675,110	726,326	758,490	814,272	856,423	897,574	938,725
Intangibles.....	36,785	35,801	36,785	36,785	36,785	36,785	36,785
<b>Total non-current assets.....</b>	<b>719,294</b>	<b>769,906</b>	<b>803,054</b>	<b>859,216</b>	<b>901,747</b>	<b>943,278</b>	<b>984,809</b>
<b>TOTAL ASSETS.....</b>	<b>1,173,431</b>	<b>1,265,261</b>	<b>1,263,606</b>	<b>1,360,232</b>	<b>1,464,514</b>	<b>1,573,199</b>	<b>1,685,885</b>
<b>CURRENT LIABILITIES</b>							
Payables.....	530	34	530	530	530	530	530
Other.....	9,269	17,179	9,269	9,269	9,269	9,269	9,269
<b>Total current liabilities.....</b>	<b>9,799</b>	<b>17,213</b>	<b>9,799</b>	<b>9,799</b>	<b>9,799</b>	<b>9,799</b>	<b>9,799</b>
<b>EQUITY</b>							
Contributed equity.....	3,685	15,753	9,085	14,485	19,885	25,285	30,685
Accumulated surplus/(deficit).....	1,150,333	1,186,440	1,235,108	1,326,334	1,425,216	1,528,501	1,635,787
Reserves.....	58,302	45,855	58,302	58,302	58,302	58,302	58,302
Other.....	(48,688)	-	(48,688)	(48,688)	(48,688)	(48,688)	(48,688)
<b>Total equity.....</b>	<b>1,163,632</b>	<b>1,248,048</b>	<b>1,253,807</b>	<b>1,350,433</b>	<b>1,454,715</b>	<b>1,563,400</b>	<b>1,676,086</b>
<b>TOTAL LIABILITIES AND EQUITY.....</b>	<b>1,173,431</b>	<b>1,265,261</b>	<b>1,263,606</b>	<b>1,360,232</b>	<b>1,464,514</b>	<b>1,573,199</b>	<b>1,685,885</b>

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

**STATEMENT OF CASHFLOWS (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CASHFLOWS FROM GOVERNMENT</b>							
Service appropriations .....	101,695	107,641	105,359	110,878	111,500	110,924	112,388
Capital appropriation.....	5,400	5,400	5,400	5,400	5,400	5,400	5,400
Other.....	11,309	13,262	18,250	31,000	21,000	24,000	26,600
<b>Net cash provided by Government .....</b>	<b>118,404</b>	<b>126,303</b>	<b>129,009</b>	<b>147,278</b>	<b>137,900</b>	<b>140,324</b>	<b>144,388</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Grants and subsidies .....	(300)	(300)	(300)	(300)	(300)	(300)	(300)
Supplies and services.....	(943)	(1,425)	(2,192)	(113)	(113)	(113)	(113)
GST payments.....	(6,338)	(3,330)	(3,330)	(3,330)	(3,330)	(3,330)	(3,330)
Other payments .....	(67,894)	(50,220)	(55,838)	(60,164)	(55,952)	(53,973)	(54,036)
<b>Receipts</b>							
Regulatory fees and fines .....	10,929	12,698	12,698	14,689	15,511	15,511	15,511
GST receipts.....	6,211	3,330	3,330	3,330	3,330	3,330	3,330
Other receipts .....	10,141	7,986	7,986	7,986	7,986	7,986	7,986
<b>Net cash from operating activities .....</b>	<b>(48,194)</b>	<b>(31,261)</b>	<b>(37,646)</b>	<b>(37,902)</b>	<b>(32,868)</b>	<b>(30,889)</b>	<b>(30,952)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Purchase of non-current assets .....	(66,132)	(102,686)	(104,730)	(73,882)	(48,251)	(47,251)	(47,251)
Proceeds from sale of non-current assets .....	8,853	20,250	20,250	5,000	5,000	5,000	5,000
<b>Net cash from investing activities .....</b>	<b>(57,279)</b>	<b>(82,436)</b>	<b>(84,480)</b>	<b>(68,882)</b>	<b>(43,251)</b>	<b>(42,251)</b>	<b>(42,251)</b>
Cash assets at the beginning of the reporting period .....	422,075	412,044	435,006	441,889	482,383	544,164	611,348
<b>Cash assets at the end of the reporting period .....</b>	<b>435,006</b>	<b>424,650</b>	<b>441,889</b>	<b>482,383</b>	<b>544,164</b>	<b>611,348</b>	<b>682,533</b>

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

## Agency Special Purpose Account Details

### METROPOLITAN REGION IMPROVEMENT ACCOUNT

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

	2022-23	2023-24	2023-24	2024-25
	Actual	Budget	Estimated	Budget
	\$'000	\$'000	Actual	Year
			\$'000	\$'000
Opening Balance .....	385,020	386,903	403,067	404,124
Receipts:				
Appropriations .....	90,385	97,240	94,958	101,036
Other .....	33,260	40,320	43,740	42,907
	508,665	524,463	541,765	548,067
Payments .....	105,598	125,579	137,641	94,524
<b>CLOSING BALANCE.....</b>	<b>403,067</b>	<b>398,884</b>	<b>404,124</b>	<b>453,543</b>

## Appropriations, Expenses and Cash Assets

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>DELIVERY OF SERVICES</b>							
Item 94 Net amount appropriated to deliver services .....	42,664	48,025	45,525	<b>48,698</b>	47,903	50,273	51,178
<b>Amount Authorised by Other Statutes</b>							
- Salaries and Allowances Act 1975.....	339	340	340	<b>348</b>	358	367	377
Total appropriations provided to deliver services .....	43,003	48,365	45,865	<b>49,046</b>	48,261	50,640	51,555
<b>CAPITAL</b>							
Item 162 Capital Appropriation .....	560	3,388	845	<b>4,010</b>	2,475	3,410	2,053
<b>TOTAL APPROPRIATIONS</b> .....	<b>43,563</b>	<b>51,753</b>	<b>46,710</b>	<b>53,056</b>	<b>50,736</b>	<b>54,050</b>	<b>53,608</b>
<b>EXPENSES</b>							
Total Cost of Services .....	109,591	136,169	123,341	<b>157,914</b>	168,321	157,387	152,759
Net Cost of Services <sup>(a)</sup> .....	20,349	56,229	39,393	<b>72,034</b>	74,385	73,357	64,529
<b>CASH ASSETS</b> <sup>(b)</sup> .....	11,733	18,100	16,290	<b>21,057</b>	19,080	19,987	16,030

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

(b) As at 30 June each financial year.

## Spending Changes

Recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on Landgate's Income Statement since presentation of the 2023-24 Budget to Parliament on 11 May 2023, are outlined below:

	2023-24	2024-25	2025-26	2026-27	2027-28
	Estimated	Budget	Outyear	Outyear	Outyear
	Actual	Year	\$'000	\$'000	\$'000
	\$'000	\$'000			
<b>New Initiatives</b>					
Spatial WA.....	-	19,437	37,625	26,325	18,654
Western Australian Public Sector Learning Initiative .....	-	-	(57)	(108)	(123)
<b>Other</b>					
Salaries and Allowances Tribunal .....	-	-	1	1	11
State Fleet Updates.....	8	5	10	7	9
Strategic Development Plan 2024-25 to 2027-28.....	-	2,806	2,368	1,969	2,326

## Significant Issues Impacting the Agency

1. The Western Australian property market continues the strong performance that it has been experiencing over the past three years. Total document lodgements are expected to again reach close to 400,000 documents lodged for the 2023-24 financial year, with indicators suggesting this will continue into 2024-25. Continued high employment, a low rental vacancy rate and positive net migration to Western Australia contributed to increased Western Australian property market activity. Document registrations will continue to be managed in line with property market demand.
2. Landgate is upgrading its property valuation system to assist with maintaining operational continuity. The initiative aligns with the Government's Digital Strategy 2021-2025, reinforces Landgate's cyber security measures and ensures the safety and integrity of data.
3. Landgate has commenced implementation of the Spatial WA Program which is funded from the Digital Capability Fund. Spatial WA will implement a whole-of-government Advanced Spatial Digital Twin (ASDT) for improved data sharing, collaboration and decision-making across government. The ASDT will comprise of a Spatial Digital Twin (SDT) platform and the Next Generation Spatial Cadastre (NGSC) platform.
  - 3.1. The Spatial WA Program will initially be delivered in partnership with Fire and Emergency Services, Planning, Lands and Heritage and the Public Transport Authority of Western Australia, and with support from Biodiversity, Conservation and Attractions, and Energy, Mines, Industry Regulation and Safety to deliver four priority use cases.
  - 3.2. The SDT platform will provide a digital, spatially accurate representation of the built and natural environment, with advanced capabilities to visualise data in 4D (that is 3D over a span of time), run analytics, and form collaboration environments to securely share and analyse data about a specific place, at a specific time.
  - 3.3. The NGSC platform will uplift the State's current 2D spatial cadastre to maintain property rights, restrictions, and responsibilities in 3D and 4D across government. Cadastral data provides an accurate representation of land parcel boundaries for all Crown and freehold land in Western Australia. Currently managed in the 2D Spatial Cadastral Database (SCDB), the NGSC would enable representation of land boundaries in a true, 3D form, with 4D capability to track boundary changes over time. The NGSC will replace the SCDB maintenance application, which is part of Landgate's legacy SmartPlan system.
  - 3.4. Landgate continues to collaborate with other Australian States and Territories and New Zealand to develop an interjurisdictionally consistent 3D cadastral survey data model. This collaboration will provide a common standard to support the development of the State's NGSC. The NGSC will be the accessible source of Western Australia's critical cadastral and administrative boundary data, supporting priority Government land development and infrastructure projects.
4. There will be significant change to Landgate's ICT operating model in 2024-25 with the replacement of its primary ICT service contract to be segregated into several delivery providers, alongside the utilisation of the Common Use Agreement to deliver project services. Increased software-as-a-service costs will be incurred as Landgate moves to more cloud-based services. There will also be additional spending to meet the cost of new ICT service contracts to support Landgate systems, including previously novated ICT services that are being returned to Landgate.

## Statement of Corporate Intent

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

## Outcomes, Services and Key Performance Information

### Relationship to Government Goals

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

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

### Service Summary

Expense	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Year \$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
1. Land Titling .....	32,292	35,010	33,858	35,426	35,227	35,192	35,871
2. Valuations .....	39,279	42,896	44,383	50,194	49,154	49,540	50,749
3. Land Information and Services .....	31,312	47,749	35,908	45,649	50,969	51,709	47,963
4. Access to Location Information .....	6,708	10,514	9,192	26,645	32,971	20,946	18,176
<b>Total Cost of Services .....</b>	<b>109,591</b>	<b>136,169</b>	<b>123,341</b>	<b>157,914</b>	<b>168,321</b>	<b>157,387</b>	<b>152,759</b>

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

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
<b>Outcome: The State's administrative, commercial and social systems are supported by land tenure information, certainty of ownership and other interests in land:</b>					
The land titles register is updated and maintained in a timely and accurate manner:					
Simple and correct documents are registered within two working days of lodgement .....	89.8%	80%	88%	88%	
The number of adjusted Certificates of Title arising from identified errors as a percentage of the total Certificates of Title on the land titles register .....	0.07%	≤0.25%	0.08%	≤0.25%	
<b>Outcome: Independent valuations support Governments' collection of rates and taxes, and management of property assets:</b>					
International standards for accuracy and uniformity of rating and taxing values are met:					
Benchmark against international standards for accuracy using median ratio test:					
Gross Rental Value .....	91.4%	>92.5%	>92.5%	>92.5%	
Unimproved Value .....	90.9%	>92.5%	>92.5%	>92.5%	
Coefficient of Dispersion to check uniformity of values:					
Gross Rental Value .....	4.12%	<7%	<7%	<7%	
Unimproved Value .....	4.7%	<15%	<15%	<15%	
Adjustments of rating and taxing values as a result of objections and appeals as a percentage of total values in force .....	0.007%	<0.2%	<0.1%	<0.1%	
<b>Outcome: Land and location information and services to support the management and development of the State:</b>					
The extent to which the currency and relevance of the land information databases meet the needs of the Western Australian community:					
Completion rate of names and addressing jobs delivered within 10 business days .....	91.49%	85%	88%	85%	
Completion rate of property boundary related jobs within the agreed benchmarks .....	99.1%	97.2%	98.5%	97.2%	
Imagery systems availability supporting the State's mapping, monitoring and predicting of bushfires .....	99.97%	99%	100%	99%	
Overall satisfaction with the capture of, discovery of and access to Government location information .....	87.9%	80%	80%	80%	

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

**Services and Key Efficiency Indicators**

**1. Land Titling**

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

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
Total Cost of Service .....	\$'000 32,292	\$'000 35,010	\$'000 33,858	\$'000 35,426	
Less Income .....	69,070	67,992	73,905	73,496	
Net Cost of Service .....	(36,778)	(32,982)	(40,047)	(38,070)	
<b>Employees (Full-Time Equivalents) .....</b>	104	110	110	110	
<b>Efficiency Indicators</b>					
Average cost of maintaining land tenure information, certainty of ownership and other interests in land, per Certificate of Title.....	\$21.36	\$22.73	\$22.13	\$22.93	



## 2. Valuations

An impartial valuation service.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	39,279	42,896	44,383	50,194	1
Less Income .....	13,650	7,515	4,214	6,472	2
Net Cost of Service .....	25,629	35,381	40,169	43,722	
<b>Employees (Full-Time Equivalents) .....</b>	192	191	191	191	
<b>Efficiency Indicators</b>					
Average cost per valuation .....	\$16.01	\$17.44	\$18.00	\$20.26	1

### Explanation of Significant Movements

(Notes)

1. The Total Cost of Service and the average cost per valuation in the 2024-25 Budget Target are higher than the 2023-24 Estimated Actual as a result of higher software-as-a-service costs related to the implementation of the new Valuation Services system.
2. The decrease in income from the 2022-23 Actual to the 2023-24 Estimated Actual and 2024-25 Budget Target is largely due to income from the Gross Rental Value Metropolitan Triennial Program. In accordance with AASB 15: *Revenue from Contracts with Customers* all income for the 2020-21 to 2022-23 Program was recognised in 2022-23 (the third and final year of the triennium). As such, income in 2023-24 is substantially less than 2022-23 as invoicing for the 2023-24 to 2025-26 Program will not occur until 2025-26.

## 3. Land Information and Services

Capture, maintenance and delivery of land information and services.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service .....	31,312	47,749	35,908	45,649	1
Less Income .....	5,226	3,076	4,133	4,188	
Net Cost of Service .....	26,086	44,673	31,775	41,461	
<b>Employees (Full-Time Equivalents) .....</b>	127	160	161	161	2
<b>Efficiency Indicators</b>					
Average cost of providing land information and services for the State (per square kilometre) .....	\$12.39	\$18.90	\$14.21	\$18.06	1

## Explanation of Significant Movements

(Notes)

1. The 2023-24 Budget included planning and preparation costs for the Spatial WA Program. However, this expenditure has been deferred to 2024-25, to reflect revised project timelines. As such, the 2023-24 Estimated Actual Total Cost of Service is lower than the 2023-24 Budget. The 2024-25 Budget Target is higher than the 2023-24 Estimated Actual to reflect that this expenditure is now forecast to occur in 2024-25.
2. The increase in full-time equivalents from the 2022-23 Actual to the 2023-24 Estimated Actual is mostly due to Authority's vacancy rate declining in 2023-24 relative to 2022-23, as well as additional staff employed in 2023-24 to deliver the Spatial WA Program.

## 4. Access to Location Information

Access to the State's location information.

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
Total Cost of Service .....	\$'000 6,708	\$'000 10,514	\$'000 9,192	\$'000 26,645	1
Less Income .....	1,296	1,357	1,696	1,724	
Net Cost of Service .....	5,412	9,157	7,496	24,921	
<b>Employees (Full-Time Equivalents) .....</b>	<b>22</b>	<b>21</b>	<b>22</b>	<b>22</b>	
<b>Efficiency Indicators</b>					
Average cost per dataset.....	\$829.01	\$1,247.84	\$1,147.73	\$2,967.78	1

## Explanation of Significant Movements

(Notes)

1. The increase in the 2024-25 Budget Target Total Cost of Service and average cost per dataset is due to expenses related to the implementation of the Spatial WA Program, which commenced in 2023-24.

## Asset Investment Program

1. Landgate's Asset Investment Program (AIP) for 2024-25 is \$11.5 million and focuses on progressing key asset investments based on delivering strategic initiatives and continuing to improve service delivery. This includes:
  - 1.1. modernising the current valuations system, which enables the generation of rating and taxing values in the State and to deliver asset valuations for local and State governments;
  - 1.2. implementing amendments to the *Transfer of Land Act 1893* to include electronic document processes, providing industry with greater confidence in electronic conveyancing;
  - 1.3. investing in systems that support improvements in spatial positioning, improving data capture, data sharing and collaboration;
  - 1.4. reviewing, enhancing and developing core systems to improve efficiency and effectiveness of Landgate's existing applications, systems, processes and data capabilities; and
  - 1.5. the ongoing upgrade and replacement of ICT assets based on asset management life cycle and enhanced capabilities offered by new technologies.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-24 \$'000	2023-24 Estimated Expenditure \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>WORKS IN PROGRESS</b>							
Asset Replacement - ICT Asset Replacement Program .....	4,832	2,165	593	1,167	500	500	500
Business Improvement							
<i>Transfer of Land Act 1893</i> Amendments Implementation .....	2,382	862	850	1,520	-	-	-
Valuation Services System Reform .....	5,160	3,310	1,790	1,850	-	-	-
Infrastructure - Shared Location Information Platform .....	1,986	1,266	766	270	150	150	150
<b>COMPLETED WORKS</b>							
Asset Replacement - Workplace Enablement .....	3,201	3,201	1,146	-	-	-	-
Infrastructure - Aerial Imagery Platform .....	115	115	115	-	-	-	-
<b>NEW WORKS</b>							
Asset Replacement - ICT Enablement .....	20,354	-	-	5,081	5,091	5,091	5,091
Business Improvement							
Corporate Website Enhancement .....	650	-	-	200	150	150	150
Data Strategy Hub .....	200	-	-	200	-	-	-
Infrastructure							
Earth Observation Application Improvement .....	750	-	-	250	500	-	-
Innovation .....	200	-	-	50	50	50	50
Spatial Applications Replacement .....	7,900	-	-	900	2,000	2,500	2,500
<b>Total Cost of Asset Investment Program .....</b>	<b>47,730</b>	<b>10,919</b>	<b>5,260</b>	<b>11,488</b>	<b>8,441</b>	<b>8,441</b>	<b>8,441</b>
<b>FUNDED BY</b>							
Capital Appropriation .....			845	4,010	2,475	3,410	2,053
Holding Account .....			3,244	7,478	5,966	5,031	6,388
Internal Funds and Balances .....			1,171	-	-	-	-
<b>Total Funding .....</b>			<b>5,260</b>	<b>11,488</b>	<b>8,441</b>	<b>8,441</b>	<b>8,441</b>

## Financial Statements

### Income Statement

#### Expenses

- The 2024-25 Budget Year Total Cost of Services of \$157.9 million is \$34.6 million higher than the 2023-24 Estimated Actual. This is largely due to spending to deliver the Spatial WA Program.
- The 2023-24 Estimated Actual Total Cost of Services of \$123.3 million is \$14.8 million higher than the 2022-23 Actual. This is due to a general underspend in 2022-23 as a result of delays in commencing some ICT projects, mainly due to internal and supplier capacity constraints and the extended investigation and planning stages of these projects.

#### Income

- Total income in the 2024-25 Budget Year is expected to be \$1.9 million higher than the 2023-24 Estimated Actual, which is largely due to higher revenue from the Regional Gross Rental Value revaluation program conducted by Valuation Services.
- The increase in service appropriations (income from Government) in the 2024-25 Budget Year compared to the 2023-24 Estimated Actual reflects additional income to meet the cost of additional depreciation expenses, infrastructure related costs that were expensed and additional salaries expenses (in line with the public sector wages policy).
- The decrease in other revenues (income from Government) in the 2023-24 Estimated Actual compared to the 2022-23 Actual is largely due to income from government entities for the Gross Rental Value Metropolitan Triennial Program recognised in 2022-23. In accordance with AASB 15: *Revenue from Contracts with Customers* all income for the 2020-21 to 2022-23 Program was recognised in 2022-23 (the third and final year of the triennium). As such, income in 2023-24 is substantially less than 2022-23 as invoicing for the 2023-24 to 2025-26 Program will not occur until 2025-26.

6. The income tax benefit/(expense) represents the income tax equivalent expense on the lump sum proceeds received in consideration of the Landgate Partial Commercialisation arrangement recognised as revenue for each financial year of the remaining agreement life. As the income tax equivalent on the lump sum proceeds was paid (to the Government) in full in 2019-20, there is no income tax payable in the forward estimates period and this income tax equivalent expense is offset against the deferred tax asset in the Statement of Financial Position.
7. Change in Surplus/(Deficiency) for the period after income tax equivalents reflects an accounting loss for the 2024-25 Budget Year and outyears largely due to a mismatch in the Spatial WA Program, which is being funded via equity in the Statement of Financial Position, while its expenditure is accounted for as expenses in the Income Statement.

### **Statement of Financial Position**

8. Other current and other non-current assets in the 2023-24 Estimated Actual are higher than the 2023-24 Budget as a result of the reinstatement of the deferred tax asset in 2022-23 that arose from the Landgate Partial Commercialisation arrangement with Land Services WA. This resulted in Landgate recognising an income tax equivalent expense in 2022-23, which arose after the 2023-24 Budget was finalised.
9. In the 2024-25 Budget Year total assets are \$31.1 million lower than the 2023-24 Estimated Actual, largely due to investments in held-to-maturity financial assets maturing and being drawn down into the operating bank account to fund operating commitments during the financial year. The value of deferred tax assets also decreases in the 2024-25 Budget Year as this reduces in line with the recognition of deferred tax expenses in the Income Statement.
10. The lower value of total assets in the 2024-25 Budget Year also reflects the decrease in the written-down value of service concession assets, as these assets are amortised over their useful life. Service concession assets are recorded by Landgate as one lump sum but those individual assets are now the responsibility of Land Services WA to enhance and maintain under the Commercialised Services Agreement.
11. Totals assets also decreased in the 2023-24 Estimated Actual in comparison to the 2022-23 Actual, largely due to Landgate utilising held to maturity investments to fund operating commitments.
12. In the 2024-25 Budget Year, total liabilities decrease by \$38.4 million in comparison to the 2023-24 Estimated Actual due to the annual reduction (amortisation) of the service concession deferred revenue liability, that originated from the \$1.4 billion up-front proceeds of the Landgate Partial Commercialisation arrangement. Accounting standards require the proceeds to be spread across each year of the 40-year life of the Commercialised Services Agreement as non-cash revenue. This decreases the service concession deferred revenue liability balance each year until the agreement expires and the liability is extinguished.
13. The equity reflected in the Statement of Financial Position is negative as a result of the payment of the \$1.4 billion lump sum proceeds, received from the Landgate Partial Commercialisation arrangement, to the Consolidated Account in 2019-20.
14. The forecast improvement of \$7.4 million in the negative equity position in the 2024-25 Budget Year compared to the 2023-24 Estimated Actual is due to:
  - 14.1. equity contributions of \$28.3 million for the Spatial WA Program from the Digital Capability Fund (which is not accounted as revenue);
  - 14.2. capital contributions of \$4 million received from Government to fund the 2024-25 AIP; and
  - 14.3. a \$24.9 million deficit in 2024-25 recognised as a reduction in the accumulated surplus.
15. Accumulated surplus/(deficit) in the 2023-24 Estimated Actual is higher than the 2023-24 Budget due to the reinstatement of the deferred tax asset in 2022-23 which resulted in Landgate recognising an income tax equivalent expense in 2022-23, which arose after the 2023-24 Budget was finalised.

### **Statement of Cashflows**

16. The 2024-25 Budget Year closing cash balance is \$4.8 million higher than the 2023-24 Estimated Actual due to the investments in held-to-maturity financial assets maturing and being drawn down into the operating bank account to fund operating commitments.

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>COST OF SERVICES</b>							
<b>Expenses</b>							
Employee benefits <sup>(b)</sup> .....	55,756	58,476	59,623	64,011	65,432	67,112	68,799
Grants and subsidies <sup>(c)</sup> .....	381	135	40	40	40	40	40
Supplies and services <sup>(d)</sup> .....	28,255	49,520	34,454	65,340	75,358	62,669	55,486
Accommodation .....	7,800	7,870	8,233	6,100	6,220	6,335	6,493
Depreciation and amortisation .....	11,376	11,328	11,339	12,578	10,791	10,341	10,287
Finance and interest costs .....	8	21	19	21	21	18	17
Other expenses .....	6,015	8,819	9,633	9,824	10,459	10,872	11,637
<b>TOTAL COST OF SERVICES</b> .....	<b>109,591</b>	<b>136,169</b>	<b>123,341</b>	<b>157,914</b>	<b>168,321</b>	<b>157,387</b>	<b>152,759</b>
<b>Income</b>							
Sale of goods and services <sup>(e)</sup> .....	50,557	41,376	42,804	44,979	54,150	45,358	50,018
Other revenue <sup>(f)</sup> .....	38,685	38,564	41,144	40,901	39,786	38,672	38,212
<b>Total Income</b> .....	<b>89,242</b>	<b>79,940</b>	<b>83,948</b>	<b>85,880</b>	<b>93,936</b>	<b>84,030</b>	<b>88,230</b>
<b>NET COST OF SERVICES</b> .....	<b>20,349</b>	<b>56,229</b>	<b>39,393</b>	<b>72,034</b>	<b>74,385</b>	<b>73,357</b>	<b>64,529</b>
<b>INCOME FROM GOVERNMENT</b>							
Service appropriations .....	43,003	48,365	45,865	49,046	48,261	50,640	51,555
Resources received free of charge .....	283	300	300	300	300	300	300
Other revenues .....	20,052	6,136	7,610	8,283	20,547	6,810	8,800
<b>TOTAL INCOME FROM GOVERNMENT</b> .....	<b>63,338</b>	<b>54,801</b>	<b>53,775</b>	<b>57,629</b>	<b>69,108</b>	<b>57,750</b>	<b>60,655</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD</b> .....	<b>42,989</b>	<b>(1,428)</b>	<b>14,382</b>	<b>(14,405)</b>	<b>(5,277)</b>	<b>(15,607)</b>	<b>(3,874)</b>
Income Tax benefit/(expense) .....	(10,575)	-	(10,575)	(10,575)	(10,575)	(10,575)	(10,575)
<b>CHANGE IN SURPLUS/(DEFICIENCY) FOR THE PERIOD AFTER INCOME TAX EQUIVALENTS</b> .....	<b>32,414</b>	<b>(1,428)</b>	<b>3,807</b>	<b>(24,980)</b>	<b>(15,852)</b>	<b>(26,182)</b>	<b>(14,449)</b>

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

(b) The full-time equivalents for 2022-23 Actual, 2023-24 Estimated Actual and 2024-25 Budget Year are 445, 484 and 484 respectively.

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

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

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

(f) Other revenue includes the annual amortisation (reduction) of the service concession liability (representing the remaining lump sum proceeds balance) over the term of the Commercialised Services Agreement.

**DETAILS OF CONTROLLED GRANTS AND SUBSIDIES**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
Land Surveyors Licensing Board <sup>(a)</sup> .....	40	35	40	40	40	40	40
Other Grants and Subsidies .....	341	100	-	-	-	-	-
<b>TOTAL</b> .....	<b>381</b>	<b>135</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>

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

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CURRENT ASSETS</b>							
Cash assets.....	10,013	16,212	14,363	18,912	16,711	17,388	15,895
Restricted cash.....	135	214	135	135	135	2,599	135
Holding Account receivables .....	5,548	8,989	7,478	5,966	5,031	6,388	5,008
Receivables.....	29,884	10,798	11,773	14,452	29,858	12,728	15,250
Other.....	67,117	33,330	67,139	43,175	30,573	30,596	18,033
<b>Total current assets.....</b>	<b>112,697</b>	<b>69,543</b>	<b>100,888</b>	<b>82,640</b>	<b>82,308</b>	<b>69,699</b>	<b>54,321</b>
<b>NON-CURRENT ASSETS</b>							
Holding Account receivables .....	35,006	28,916	33,031	29,904	27,256	23,357	20,894
Property, plant and equipment.....	5,772	7,246	7,101	10,368	12,909	14,587	17,746
Intangibles (b).....	24,785	28,741	27,645	23,362	18,524	14,994	9,833
Restricted cash.....	1,585	1,674	1,792	2,010	2,234	-	-
Other.....	378,205	2,149	367,399	358,520	349,573	336,258	325,127
<b>Total non-current assets.....</b>	<b>445,353</b>	<b>68,726</b>	<b>436,968</b>	<b>424,164</b>	<b>410,496</b>	<b>389,196</b>	<b>373,600</b>
<b>TOTAL ASSETS.....</b>	<b>558,050</b>	<b>138,269</b>	<b>537,856</b>	<b>506,804</b>	<b>492,804</b>	<b>458,895</b>	<b>427,921</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions.....	13,619	12,600	13,619	13,619	13,619	13,619	13,619
Payables.....	4,066	2,219	4,147	4,230	4,315	4,401	4,489
Lease liabilities .....	42	87	89	94	96	91	91
Other (c).....	46,817	46,507	46,925	47,018	47,104	47,194	47,285
<b>Total current liabilities.....</b>	<b>64,544</b>	<b>61,413</b>	<b>64,780</b>	<b>64,961</b>	<b>65,134</b>	<b>65,305</b>	<b>65,484</b>
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions.....	2,634	2,576	2,709	2,773	2,839	2,906	2,975
Lease liabilities .....	145	193	214	211	184	154	111
Other (c).....	1,249,721	1,222,270	1,221,119	1,182,448	1,144,098	1,106,541	1,069,219
<b>Total non-current liabilities.....</b>	<b>1,252,500</b>	<b>1,225,039</b>	<b>1,224,042</b>	<b>1,185,432</b>	<b>1,147,121</b>	<b>1,109,601</b>	<b>1,072,305</b>
<b>TOTAL LIABILITIES.....</b>	<b>1,317,044</b>	<b>1,286,452</b>	<b>1,288,822</b>	<b>1,250,393</b>	<b>1,212,255</b>	<b>1,174,906</b>	<b>1,137,789</b>
<b>EQUITY</b>							
Contributed equity.....	(1,094,769)	(1,078,982)	(1,090,548)	(1,058,191)	(1,018,201)	(988,579)	(967,987)
Accumulated surplus/(deficit).....	328,568	(76,023)	332,375	307,395	291,543	265,361	250,912
Reserves .....	7,207	6,822	7,207	7,207	7,207	7,207	7,207
<b>Total equity.....</b>	<b>(758,994)</b>	<b>(1,148,183)</b>	<b>(750,966)</b>	<b>(743,589)</b>	<b>(719,451)</b>	<b>(716,011)</b>	<b>(709,868)</b>
<b>TOTAL LIABILITIES AND EQUITY.....</b>	<b>558,050</b>	<b>138,269</b>	<b>537,856</b>	<b>506,804</b>	<b>492,804</b>	<b>458,895</b>	<b>427,921</b>

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

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

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

**STATEMENT OF CASHFLOWS (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CASHFLOWS FROM GOVERNMENT</b>							
Service appropriations .....	39,594	45,466	42,666	46,207	45,878	48,151	49,010
Capital appropriation.....	560	3,388	845	4,010	2,475	3,410	2,053
Holding Account drawdowns .....	1,569	5,548	3,244	7,478	5,966	5,031	6,388
Major Treasurer's Special Purpose Account(s)							
Digital Capability Fund .....	-	12,393	3,376	28,347	37,515	26,212	18,539
Other.....	8,474	6,136	9,745	8,111	8,794	9,093	8,770
<b>Net cash provided by Government .....</b>	<b>50,197</b>	<b>72,931</b>	<b>59,876</b>	<b>94,153</b>	<b>100,628</b>	<b>91,897</b>	<b>84,760</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits .....	(54,478)	(58,404)	(59,548)	(63,946)	(65,366)	(67,044)	(68,730)
Grants and subsidies .....	(381)	(135)	(40)	(40)	(40)	(40)	(40)
Supplies and services .....	(26,946)	(49,448)	(36,178)	(67,529)	(74,746)	(62,055)	(54,871)
Accommodation.....	(7,703)	(7,870)	(8,233)	(6,100)	(6,220)	(6,335)	(6,493)
GST payments.....	(13,753)	(14,381)	(15,883)	(17,902)	(19,774)	(19,002)	(18,811)
Finance and interest costs.....	(8)	(21)	(19)	(21)	(21)	(18)	(17)
Other payments .....	(6,907)	(8,520)	(9,335)	(9,523)	(10,161)	(10,575)	(11,337)
<b>Receipts</b>							
Sale of goods and services.....	42,942	60,679	60,901	44,504	46,031	62,486	49,710
GST receipts.....	13,793	14,381	15,883	17,902	19,774	19,002	18,811
Other receipts .....	1,582	1,338	2,473	2,230	1,437	1,115	890
<b>Net cash from operating activities .....</b>	<b>(51,859)</b>	<b>(62,381)</b>	<b>(49,979)</b>	<b>(100,425)</b>	<b>(109,086)</b>	<b>(82,466)</b>	<b>(90,888)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Purchase of non-current assets.....	(2,494)	(9,515)	(5,260)	(11,488)	(8,441)	(8,441)	(8,441)
Other payments .....	(48,300)	-	-	(25,000)	-	-	-
Other receipts .....	47,600	-	-	47,600	15,000	-	10,697
<b>Net cash from investing activities .....</b>	<b>(3,194)</b>	<b>(9,515)</b>	<b>(5,260)</b>	<b>11,112</b>	<b>6,559</b>	<b>(8,441)</b>	<b>2,256</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
Lease liability payments.....	(79)	(70)	(80)	(73)	(78)	(83)	(85)
<b>Net cash from financing activities .....</b>	<b>(79)</b>	<b>(70)</b>	<b>(80)</b>	<b>(73)</b>	<b>(78)</b>	<b>(83)</b>	<b>(85)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD.....</b>	<b>(4,935)</b>	<b>965</b>	<b>4,557</b>	<b>4,767</b>	<b>(1,977)</b>	<b>907</b>	<b>(3,957)</b>
Cash assets at the beginning of the reporting period .....	16,668	17,135	11,733	16,290	21,057	19,080	19,987
<b>Cash assets at the end of the reporting period .....</b>	<b>11,733</b>	<b>18,100</b>	<b>16,290</b>	<b>21,057</b>	<b>19,080</b>	<b>19,987</b>	<b>16,030</b>

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

# DevelopmentWA

## Part 11

## Planning and Land Use

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	\$'000	Year	\$'000	\$'000	\$'000
				\$'000			
<b>REVENUE TO GENERAL GOVERNMENT SECTOR</b>							
National Tax Equivalent Regime - Income Tax.....	29,837	9,825	1,289	5,692	24,171	27,254	17,432
Local Government Rates Equivalent.....	11,524	8,484	12,598	12,976	13,365	13,766	14,179
Dividends <sup>(a)(b)</sup> .....	2,500	45,883	5,575	48,717	41,116	42,298	47,691
<b>EXPENSES FROM GENERAL GOVERNMENT SECTOR</b>							
Operating Subsidies.....	150,965	196,654	179,448	256,799	109,061	65,842	63,784
Other Subsidies.....	177	5,429	1,502	10,250	6,280	-	-
Major Treasurer's Special Purpose Account(s).....	-	5,326	7,827	8,700	-	-	-
<b>EQUITY CONTRIBUTION FROM GENERAL GOVERNMENT SECTOR</b>							
Equity Contributions.....	32,650	49,220	22,180	20,173	-	-	-
Major Treasurer's Special Purpose Account(s).....	-	-	-	71,250	41,250	16,250	16,250
<b>RATIOS</b>							
Dividend Payout Ratio (%).....	75	75	75	75	75	75	75
<b>GOVERNMENT TRADING ENTERPRISE INFORMATION</b>							
Revenue from Operations.....	536,857	529,812	521,749	598,578	639,186	773,546	568,137
Revenue from Government.....	151,842	221,432	189,397	277,129	125,341	71,442	67,834
Total Expenses <sup>(c)</sup> .....	585,507	796,068	709,318	854,210	691,583	760,754	586,588
Total Borrowings.....	121,300	193,271	85,014	98,086	202,181	1,699	1,699
<b>NET PROFIT AFTER TAX.....</b>	71,330	(54,649)	539	15,805	48,773	56,980	31,951
<b>CASH ASSETS <sup>(d)</sup>.....</b>	187,048	213,702	214,328	240,632	279,072	261,491	316,156

(a) DevelopmentWA will retain 2023-24 dividend payments (excluding special dividend payments) to contribute to funding future infrastructure investment. Refer to Significant Issues Impacting the Government Trading Enterprise (GTE) for further detail.

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

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

(d) As at 30 June each financial year.



## Financial Changes

Net operating balance impact of adjustments, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on DevelopmentWA's Income Statement since presentation of the 2023-24 Budget to Parliament on 11 May 2023, are outlined below:

	2023-24 Estimated Actual \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>Key Adjustments</b>					
Anzac Drive West.....	-	-	(9,800)	-	-
Housing Diversity Pipeline - Brown Street.....	-	(2,750)	(3,720)	-	-
Kalgoorlie Lot 505 .....	-	6,198	1,682	(718)	(719)
Nyamba Buru Yawuru - Health Campus Remediation .....	-	(4,500)	-	806	3,389
Regional Development Assistance Program .....	-	(21,800)	321	849	721
<b>Other</b>					
2023-24 Retained Dividend.....	(54,518)	-	-	-	-
Business Update - Operating Parameter Adjustments .....	4,114	4,261	4,432	4,610	4,794
Business Update - Operating Revenue .....	4,674	11,142	7,265	10,933	19,387

## Significant Issues Impacting the Government Trading Enterprise

1. Market conditions and macroeconomic factors such as inflation, interest rates, immigration and employment conditions have impacted the demand for land. Low unemployment and a competitive job market have also created challenges for the construction industry in resourcing project delivery, as well as internal recruitment.
2. The capacity to supply land is dependent on being able to competitively purchase products and services. Current high construction and civil works costs are presenting challenges to upfront feasibility and affordable delivery across Australia's property sector. DevelopmentWA's statewide operation also sees it contending with different regional operating environments, which impact on the business and delivery of individual projects.
3. DevelopmentWA also plays a role supporting transition of the energy network to renewables, working with Government departments, network operators, industry, Native Title holders, businesses and residents to facilitate land and property-based solutions to advance decarbonisation of Western Australia's economy.
4. All DevelopmentWA projects involve early engagement with the community, and the provision of opportunities to positively influence development decisions and outcomes. DevelopmentWA is committed to positive and productive engagement with Aboriginal people, businesses, and communities across the State, and anticipates playing an ongoing and increasing role in this area. Additionally, DevelopmentWA takes a highly collaborative approach to its operations across the State and will continue to focus on maintaining highly effective relationships with its stakeholders within government, the private sector, suppliers, community groups and customers.
5. Responding to the State's social and affordable housing needs, DevelopmentWA is pursuing the delivery of one and two-bedroom homes which are more proximate to services and major transport precincts. DevelopmentWA is also working closely with Communities; Community Housing Providers; Planning, Lands and Heritage; and Treasury on interagency coordination for the delivery of more social and affordable housing across the State through a new dedicated internal business unit.
6. The demand for industrial land in light, general, special and heavy-industry areas continues to be high. Acquisition of new industrial development sites across the State is an ongoing priority. Through the Industrial Lands Authority, DevelopmentWA is working with Jobs, Tourism, Science and Innovation to provide new industrial land and infrastructure to match the demands of industry across the State.
7. Anticipated increased demand for facilities in the Australian Marine Complex and expansion of the shipbuilding and defence sector is driving new industrial developments in the nearby Latitude 32 industrial precinct and the broader Western Trade Coast.

### 2023-24 Retained Dividend

8. The 2023-24 retained dividend of \$54.5 million will fund infrastructure priorities over the forward estimates period. Of this amount, \$10 million will be spent on the Pier Street Residential Development and \$13 million on the Karratha Madigan Road project, with the remaining \$31.5 million available for future allocation to other priority Government projects.

### Annual Performance Statement

The following performance information is the subject of an Annual Performance Statement adopted by the GTE.

### Objectives, Outcomes and Key Performance Information

#### Relationship to Government Goals

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

Government Goals	Strategic Objectives	Desired Outcomes
Strong and Sustainable Finances: Responsible, achievable, affordable budget management.	A Highly Capable, Innovative Organisation.	1. High capability, excellent workforce, safe working environment, satisfied customers, innovative project outcomes
WA Jobs Plan: Diversifying the WA economy, creating local jobs for the future.	Prosperous Industry.	2. Facilitating economic diversification and jobs growth in industrial areas throughout Western Australia
Investing in WA's Future: Tackling climate action and supporting the arts, culture and sporting sectors to promote vibrant communities.	Sustainable Communities.	3. Developing high quality major projects, transport-oriented development, urban regeneration projects, rail station precincts and land for new communities
	Resilient Regions.	4. Working with stakeholders across the State to deliver projects and land for new communities which support regional economic development and job creation

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

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
<b>Outcome: High capability, excellent workforce, safe working environment, satisfied customers, innovative project outcomes:</b>					
Percentage of revenue target achieved.....	104%	>90%	90%	>90%	
Staff retention .....	90%	>85%	90%	>90%	
Safe working environment: reportable lost time injury frequency rate .....	nil	<2.5	<2.5	<2.5	
Customer satisfaction rating: customers satisfied with overall purchase process .....	89%	>90%	90%	>90%	
Reduction in Net Zero scope one and scope two emissions compared to 2021 baseline <sup>(b)</sup> .....	n.a.	20%	49%	75%	
<b>Outcome: Facilitating economic diversification and jobs growth in industrial areas throughout Western Australia:</b>					
Priority project development milestones met or exceeded .....	91%	>90%	>90%	>90%	
Sufficient developed lots available and/or next stage ready for development in each of DevelopmentWA's key industrial estates/projects .....	>5	>5	>5	>5	
<b>Outcome: Developing high quality major projects, transport-oriented development, urban regeneration projects, rail station precincts and land for new communities:</b>					
Priority project development milestones met or exceeded (including land provided for social housing program).....	95%	>90%	90%	>90%	
Percentage of new approved business cases that include the prescribed social housing mix targets <sup>(b)</sup> .....	n.a.	100%	100%	100%	
Number of social housing dwelling equivalents from land transferred to the Department of Communities or a Community Housing Provider <sup>(b)</sup> .....	n.a.	120	113	>120	
<b>Outcome: Working with stakeholders across the State to deliver projects and land for new communities which support regional economic development and job creation:</b>					
Priority regional project development milestones met or exceeded.....	100%	>90%	>90%	>90%	

(a) Further detail in support of the key performance indicators (KPIs) is provided in DevelopmentWA's Annual Report.

(b) This KPI commenced 1 July 2023, as such a 2022-23 Actual result is not applicable.

## Asset Investment Program

1. DevelopmentWA's Asset Investment Program (AIP) totals \$682 million in 2024-25 and includes land acquisitions and the delivery of land development and infrastructure requirements (including strategic site acquisitions, securing key approvals, design and construction).
2. The 2024-25 AIP will enable the delivery of land for housing (including social and affordable homes), businesses and infrastructure to support Western Australian communities:
  - 2.1. \$221 million will be invested through the Industrial Lands Authority, supporting strategic, general and light-industrial businesses to power Western Australia's economy;
  - 2.2. \$186 million will be invested in metropolitan projects to provide connected precincts and housing diversity, including social and affordable housing and developments at Subiaco East, Alkimos Central and Ocean Reef Marina;
  - 2.3. \$64 million will be invested in projects in regional Western Australia, creating resilient and revitalised cities and towns across the State. Significant projects include the delivery of residential land at Broome North, Karratha Madigan Road and Kalgoorlie GreenView Estate; and

- 2.4. \$211 million will be invested in the Residential Land Program to support the delivery of social and affordable homes across the State, including projects at Pier Street - Perth, Bentley, Brabham, Forrestdale, Yanchep, Sienna Wood, Golden Bay, Wellard, Ellenbrook, Byford and Albany.
3. The 2024-25 AIP will also enable the completion of the Precinct Headquarters Building at the Australian Automation and Robotics Precinct in Neerabup, supporting technological innovation and driving the State's digital economy.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-24 \$'000	2023-24 Estimated Expenditure \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>WORKS IN PROGRESS</b>							
Development of Land							
Industrial Lands Authority Program							
Australian Marine Complex Superyacht Fabrication							
Facility and Infrastructure .....	40,075	22,656	4,979	-	-	17,419	-
Election Commitment - Peel Business Park,							
Nambeelup .....	47,831	45,731	10,185	2,100	-	-	-
Kemerton General Industrial Area .....	4,088	1,088	-	3,000	-	-	-
Neerabup Australian Automation and Robotics Park ....	28,650	19,797	9,013	4,825	4,014	8	6
Metropolitan Program							
Alkimos Central .....	144,084	62,784	39,490	25,870	21,060	21,520	12,850
East Perth Power Station .....	92,742	85,266	9,545	7,476	-	-	-
Ocean Reef Marina .....	259,257	120,931	21,906	61,740	53,724	13,399	9,463
Subi East Precinct .....	134,348	100,650	14,065	17,265	11,397	3,303	1,733
Regional Program							
East Keralup Economic Activation .....	10,713	9,713	3,591	1,000	-	-	-
Nyamba Buru Yawuru - Health and Wellbeing Campus....	14,761	1,053	-	10,500	3,208	-	-
Residential Program							
Bentley Residential Redevelopment .....	42,071	1,624	1,420	11,245	13,214	12,331	3,657
Fremantle Burt Street Residential Development .....	104,632	3,022	3,022	35,791	62,681	3,138	-
Pier Street Residential Development .....	146,421	9,431	8,936	51,593	72,558	12,839	-
Industry and Infrastructure Acquisition and Development .....	2,062,748	1,625,563	181,165	211,259	74,257	75,572	76,097
Metropolitan Land Acquisition and Development .....	1,718,172	1,439,830	43,530	73,593	88,262	58,309	58,178
Regional Land Acquisition and Development .....	1,810,500	1,656,307	27,357	52,042	54,015	20,769	27,367
Residential Projects and Land Development for Social and Affordable Housing .....	801,871	407,124	109,136	112,576	105,012	85,550	91,609
<b>COMPLETED WORKS</b>							
High Wycombe Land Acquisition .....	2,233	2,233	2,233	-	-	-	-
<b>Total Cost of Asset Investment Program .....</b>	<b>7,465,197</b>	<b>5,614,803</b>	<b>489,573</b>	<b>681,875</b>	<b>563,402</b>	<b>324,157</b>	<b>280,960</b>
<b>FUNDED BY</b>							
Borrowings .....			118,945	97,607	142,777	1,233	-
Capital Appropriation .....			20,000	20,173	-	-	-
Internal Funds and Balances .....			316,269	397,228	340,482	299,516	260,660
Major Treasurer's Special Purpose Account(s)							
Royalties for Regions Fund .....			7,827	8,700	-	-	-
Strategic Industries Fund .....			-	71,250	41,250	16,250	16,250
Other .....			26,032	79,917	26,893	1,558	-
Other Grants and Subsidies .....			500	7,000	12,000	5,600	4,050
<b>Total Funding .....</b>			<b>489,573</b>	<b>681,875</b>	<b>563,402</b>	<b>324,157</b>	<b>280,960</b>

## Financial Statements

### Income Statement

#### *Revenue*

1. Total Revenue increases by \$164.6 million (23%) from the 2023-24 Estimated Actual to the 2024-25 Budget mainly due to operating subsidies provided for industrial development projects.

#### *Expenses*

2. Total Expenses increases by \$123.8 million (21%) from the 2022-23 Actual to the 2023-24 Estimated Actual due to the increased delivery of projects across residential, metropolitan, industrial and regional areas.
3. Total Expenses increases by \$145 million (20%) from the 2023-24 Estimated Actual to the 2024-25 Budget due to residential development expenditure for Bentley Redevelopment, Fremantle Burt Street, Pier Street and Brabham Henley Brook development projects.

### Statement of Financial Position

4. Inventory - land and development (non-current) increases by \$161 million (24%) from the 2023-24 Estimated Actual to the 2024-25 Budget from industrial land acquisitions and residential development projects in progress.
5. Total equity has modest increases (on average around 3% per annum) from the 2022-23 Actual to the 2027-28 Outyear.

### Statement of Cashflows

6. The increase in payment for purchase of inventories by \$211.9 million (46%) from the 2023-24 Estimated Actual to the 2024-25 Budget is driven by industrial land acquisitions and residential development projects.
7. The increase in operating subsidies by \$86.8 million (48%) from the 2023-24 Estimated Actual to the 2024-25 Budget is driven by industrial development projects.

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>REVENUE</b>							
<b>Revenue from operations</b>							
Sale of goods and services.....	495,110	499,554	486,865	551,826	600,484	736,638	523,581
Other revenue.....	41,747	30,258	34,884	46,752	38,702	36,908	44,556
<b>Revenue from Government</b>							
Operating subsidies.....	150,965	196,654	179,448	256,799	109,061	65,842	63,784
Capital subsidies.....	-	10,600	620	1,380	10,000	5,600	4,050
Resources received free of charge.....	177	-	-	-	-	-	-
Other subsidies.....	700	8,852	1,502	10,250	6,280	-	-
Major Treasurer's Special Purpose Account(s) Royalties for Regions Fund Regional Infrastructure and Headworks Fund .....	-	5,326	7,827	8,700	-	-	-
<b>TOTAL REVENUE .....</b>	<b>688,699</b>	<b>751,244</b>	<b>711,146</b>	<b>875,707</b>	<b>764,527</b>	<b>844,988</b>	<b>635,971</b>
<b>Expenses</b>							
Employee benefits (b).....	32,702	41,500	40,613	46,893	49,526	52,004	54,603
Grants and subsidies.....	-	3,423	-	6,000	8,000	-	-
Supplies and services.....	55,886	82,465	128,090	99,633	78,087	90,742	71,411
Accommodation.....	14,745	19,241	34,592	31,044	27,991	25,937	27,057
Depreciation and amortisation.....	20,864	19,049	20,334	21,803	21,677	21,607	21,418
Finance and interest costs.....	6,507	5,824	5,823	4,119	2,402	4,233	4,074
Cost of land sold.....	374,519	483,773	411,339	563,498	417,565	481,096	312,828
Other expenses.....	80,284	140,793	68,527	81,220	86,335	85,135	95,197
<b>TOTAL EXPENSES .....</b>	<b>585,507</b>	<b>796,068</b>	<b>709,318</b>	<b>854,210</b>	<b>691,583</b>	<b>760,754</b>	<b>586,588</b>
<b>NET PROFIT/(LOSS) BEFORE TAX.....</b>	<b>103,192</b>	<b>(44,824)</b>	<b>1,828</b>	<b>21,497</b>	<b>72,944</b>	<b>84,234</b>	<b>49,383</b>
National Tax Equivalent Regime Current tax equivalent expense.....	29,837	9,825	1,289	5,692	24,171	27,254	17,432
Deferred tax equivalent expense.....	2,025	-	-	-	-	-	-
<b>NET PROFIT/(LOSS) AFTER TAX.....</b>	<b>71,330</b>	<b>(54,649)</b>	<b>539</b>	<b>15,805</b>	<b>48,773</b>	<b>56,980</b>	<b>31,951</b>
<b>Dividends .....</b>	<b>2,500</b>	<b>45,883</b>	<b>5,575</b>	<b>48,717</b>	<b>41,116</b>	<b>42,298</b>	<b>47,691</b>

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

(b) The full-time equivalents for 2022-23 Actual, 2023-24 Estimated Actual and 2024-25 Budget Year are 258, 276 and 299 respectively.

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CURRENT ASSETS</b>							
Cash assets.....	44,952	107,202	55,227	143,935	182,424	169,561	224,226
Cash assets - Retained dividends .....	86,147	92,566	109,314	44,770	48,724	48,724	48,724
Restricted cash.....	55,949	13,934	49,787	49,627	45,624	40,906	40,906
Receivables.....	55,813	11,777	8,724	8,724	4,871	7,260	53,065
Inventory - Land and development .....	737,619	632,664	624,784	603,615	585,505	606,004	587,248
Other.....	30,199	168,557	13,895	14,931	9,284	9,284	9,284
<b>Total current assets.....</b>	<b>1,010,679</b>	<b>1,026,700</b>	<b>861,731</b>	<b>865,602</b>	<b>876,432</b>	<b>881,739</b>	<b>963,453</b>
<b>NON-CURRENT ASSETS</b>							
Property, plant and equipment.....	532,546	515,441	549,696	538,016	522,984	519,879	507,067
Intangibles .....	-	-	-	-	-	-	-
Receivables.....	50,378	74,441	51,714	21,043	21,043	21,043	21,043
Inventory - Land and development .....	537,658	606,786	668,028	829,026	1,018,355	856,814	788,422
Cash investments .....	-	-	-	2,300	2,300	2,300	2,300
Other.....	91,829	94,123	101,589	101,589	101,134	101,134	101,134
<b>Total non-current assets.....</b>	<b>1,212,411</b>	<b>1,290,791</b>	<b>1,371,027</b>	<b>1,491,974</b>	<b>1,665,816</b>	<b>1,501,170</b>	<b>1,419,966</b>
<b>TOTAL ASSETS.....</b>	<b>2,223,090</b>	<b>2,317,491</b>	<b>2,232,758</b>	<b>2,357,576</b>	<b>2,542,248</b>	<b>2,382,909</b>	<b>2,383,419</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions.....	7,868	7,954	7,962	7,962	7,962	7,962	7,962
Payables.....	97,426	98,421	99,834	119,951	130,451	134,635	134,635
Borrowings and leases .....	50,141	28,517	29,278	98,335	202,430	1,948	1,948
Other.....	129,565	160,302	108,590	105,947	112,100	118,170	118,170
<b>Total current liabilities.....</b>	<b>285,000</b>	<b>295,194</b>	<b>245,664</b>	<b>332,195</b>	<b>452,943</b>	<b>262,715</b>	<b>262,715</b>
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions.....	3,322	3,272	3,362	3,362	3,362	3,362	3,362
Borrowings and leases .....	81,346	172,111	62,875	6,282	5,676	5,633	5,633
Other.....	131,153	142,637	131,387	138,056	153,679	153,679	153,679
<b>Total non-current liabilities.....</b>	<b>215,821</b>	<b>318,020</b>	<b>197,624</b>	<b>147,700</b>	<b>162,717</b>	<b>162,674</b>	<b>162,674</b>
<b>TOTAL LIABILITIES.....</b>	<b>500,821</b>	<b>613,214</b>	<b>443,288</b>	<b>479,895</b>	<b>615,660</b>	<b>425,389</b>	<b>425,389</b>
<b>NET ASSETS.....</b>	<b>1,722,269</b>	<b>1,704,277</b>	<b>1,789,470</b>	<b>1,877,681</b>	<b>1,926,588</b>	<b>1,957,520</b>	<b>1,958,030</b>
<b>EQUITY</b>							
Contributed equity.....	1,556,963	1,696,975	1,621,993	1,743,116	1,784,366	1,800,616	1,816,866
Accumulated surplus/(deficit).....	165,306	7,302	167,477	134,565	142,222	156,904	141,164
<b>TOTAL EQUITY.....</b>	<b>1,722,269</b>	<b>1,704,277</b>	<b>1,789,470</b>	<b>1,877,681</b>	<b>1,926,588</b>	<b>1,957,520</b>	<b>1,958,030</b>

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

**STATEMENT OF CASHFLOWS (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Receipts</b>							
Sale of goods and services.....	415,557	470,529	446,736	502,506	511,997	643,837	424,733
GST receipts.....	62,475	86,368	80,859	27,871	67,039	64,766	66,385
Other receipts.....	99,087	138,176	159,415	129,220	123,103	124,992	143,404
<b>Payments</b>							
Employee benefits.....	(32,656)	(45,514)	(44,626)	(46,943)	(49,576)	(52,054)	(54,603)
Supplies and services.....	(13,285)	(30,221)	(61,211)	(74,741)	(70,358)	(69,743)	(69,248)
Accommodation (b).....	(3,406)	(12,824)	(26,898)	(19,667)	(16,263)	(13,849)	(14,598)
GST payments.....	(53,257)	(82,867)	(82,867)	(27,871)	(63,186)	(64,766)	(66,385)
Finance and interest costs.....	(5,818)	(5,671)	(5,671)	(4,065)	(2,390)	(4,193)	(4,074)
Payment for the purchase of inventories.....	(397,125)	(440,796)	(458,143)	(669,995)	(557,132)	(305,738)	(274,960)
Other payments.....	(162,842)	(173,160)	(103,814)	(101,540)	(112,719)	(125,465)	(93,934)
<b>Net cash from operating activities.....</b>	<b>(91,270)</b>	<b>(95,980)</b>	<b>(96,220)</b>	<b>(285,225)</b>	<b>(169,485)</b>	<b>197,787</b>	<b>56,720</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
<b>Receipts</b>							
Proceeds from sale of non-current assets.....	650	-	-	-	-	-	-
<b>Payments</b>							
Purchase of non-current assets.....	(34,086)	(27,493)	(31,430)	(11,880)	(6,270)	(18,419)	(6,000)
<b>Net cash from investing activities.....</b>	<b>(33,436)</b>	<b>(27,493)</b>	<b>(31,430)</b>	<b>(11,880)</b>	<b>(6,270)</b>	<b>(18,419)</b>	<b>(6,000)</b>
<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>							
<b>Receipts</b>							
Proceeds from borrowings.....	-	198,810	209,170	274,033	392,777	281,233	280,000
<b>Payments</b>							
Repayment of borrowings and leases.....	(58,711)	(246,390)	(246,390)	(261,792)	(289,521)	(482,554)	(280,837)
Other payments.....	-	(50,521)	-	-	-	-	-
<b>Net cash from financing activities.....</b>	<b>(58,711)</b>	<b>(98,101)</b>	<b>(37,220)</b>	<b>12,241</b>	<b>103,256</b>	<b>(201,321)</b>	<b>(837)</b>
<b>CASHFLOWS FROM GOVERNMENT</b>							
<b>Receipts</b>							
Capital subsidies.....	-	10,600	620	1,380	10,000	5,600	4,050
Operating subsidies.....	145,150	196,654	180,021	266,799	132,061	65,842	63,784
Equity contributions.....	32,650	49,220	22,180	20,173	-	-	-
Other subsidies.....	3,800	8,852	929	10,250	6,280	-	-
Major Treasurer's Special Purpose Account(s)							
Royalties for Regions Fund							
Regional Infrastructure and Headworks Fund.....	-	5,326	7,827	8,700	-	-	-
Strategic Industries Fund.....	-	-	-	71,250	41,250	16,250	16,250
<b>Payments</b>							
Dividends to Government.....	(2,500)	(45,925)	(5,617)	(48,717)	(41,116)	(42,298)	(47,691)
National Tax Equivalent Regime - Income Tax.....	(38,084)	(9,848)	(1,310)	(5,691)	(24,171)	(27,256)	(17,432)
Local Government Rates Equivalent.....	(11,524)	(8,436)	(12,550)	(12,976)	(13,365)	(13,766)	(14,179)
<b>Net cash provided to Government.....</b>	<b>(129,492)</b>	<b>(206,443)</b>	<b>(192,100)</b>	<b>(311,168)</b>	<b>(110,939)</b>	<b>(4,372)</b>	<b>(4,782)</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD.....</b>	<b>(53,925)</b>	<b>(15,131)</b>	<b>27,230</b>	<b>26,304</b>	<b>38,440</b>	<b>(17,581)</b>	<b>54,665</b>
Cash assets at the beginning of the reporting period.....	240,973	228,833	187,098	214,328	240,632	279,072	261,491
<b>Cash assets at the end of the reporting period.....</b>	<b>187,048</b>	<b>213,702</b>	<b>214,328</b>	<b>240,632</b>	<b>279,072</b>	<b>261,491</b>	<b>316,156</b>

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

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



# Division 46 **Heritage Council of Western Australia**

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

### Appropriations, Expenses and Cash Assets

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>DELIVERY OF SERVICES</b>							
Item 95 Net amount appropriated to deliver services .....	1,557	1,540	1,540	<b>1,598</b>	1,571	1,603	1,619
Total appropriations provided to deliver services .....	1,557	1,540	1,540	<b>1,598</b>	1,571	1,603	1,619
<b>TOTAL APPROPRIATIONS</b> .....	1,557	1,540	1,540	<b>1,598</b>	1,571	1,603	1,619
<b>EXPENSES</b>							
Total Cost of Services .....	1,603	1,540	1,540	<b>1,598</b>	1,571	1,603	1,619
Net Cost of Services <sup>(a)</sup> .....	1,521	1,540	1,540	<b>1,598</b>	1,571	1,603	1,619
<b>CASH ASSETS</b> <sup>(b)</sup> .....	8,866	8,317	8,866	<b>8,866</b>	8,866	8,866	8,866

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

(b) As at 30 June each financial year.

### Spending Changes

Recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the Council's Income Statement since presentation of the 2023-24 Budget to Parliament on 11 May 2023, are outlined below:

	2023-24	2024-25	2025-26	2026-27	2027-28
	Estimated	Budget	Outyear	Outyear	Outyear
	Actual	Year	\$'000	\$'000	\$'000
	\$'000	\$'000			
2024-25 Streamlined Budget Process Incentive Funding .....	-	43	-	-	-

### Significant Issues Impacting the Agency

#### Heritage Grants Program

1. The Council, through Planning, Lands and Heritage, continues to provide an annual grants program for conservation and interpretation projects and events that celebrate State Heritage Registered Places and encourage more Western Australians to engage with the State's history. The program strategically invests in the State's suburbs and regional areas to promote informed conservation and create jobs through the use of skilled trades and heritage professions statewide, and assists in protecting the social, environmental and economic value that the State's historic heritage assets hold for communities across Western Australia.

## Resource Agreement

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

## Outcomes, Services and Key Performance Information

### Relationship to Government Goals

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

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

### Service Summary

Expense	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Year \$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
1. Cultural Heritage Conservation Services ....	1,603	1,540	1,540	1,598	1,571	1,603	1,619
<b>Total Cost of Services .....</b>	<b>1,603</b>	<b>1,540</b>	<b>1,540</b>	<b>1,598</b>	<b>1,571</b>	<b>1,603</b>	<b>1,619</b>

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

	2022-23	2023-24	2023-24	2024-25	Note
	Actual	Budget	Estimated Actual	Budget Target	
<b>Outcome: Conservation of cultural heritage places in Western Australia, for the benefit of present and future generations:</b>					
Extent to which development approvals issued for registered places are consistent with the Council's advice to decision-making authorities .....	100%	100%	100%	100%	
Percentage of additional private investment generated from grant-assisted conservation projects .....	219%	250%	260%	225%	1

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

### Explanation of Significant Movements

(Notes)

- The 2023-24 Estimated Actual is higher than the 2023-24 Budget due to applicants contributing at least 1.5 times more than the grant provided. The 2024-25 Budget Target is slightly lower due to changes to the funding ratios criteria for the 2024-25 Heritage Grants Program.

## Services and Key Efficiency Indicators

### 1. Cultural Heritage Conservation Services

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

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
Total Cost of Service .....	\$'000 1,603	\$'000 1,540	\$'000 1,540	\$'000 1,598	
Less Income .....	82	nil	nil	nil	
Net Cost of Service .....	1,521	1,540	1,540	1,598	
<b>Efficiency Indicators</b>					
Average number of days to make preliminary determinations .....	42	37	35	40	

## Financial Statements

### Income Statement

- The Council's expenses and income remain relatively stable over the forward estimates period. There is a slight increase (approximately 3.8%) in both Total Cost of Services and total income from Government in the 2024-25 Budget Year compared to the 2023-24 Estimated Actual. This is largely attributed to additional spending to support service delivery and reflect the economic conditions (with the cost of this spending to be met from the streamlined budget process incentive funding).

### Statement of Financial Position

- The Council's balance sheet remains stable over the forward estimates period, with Total Equity in each period equalling \$6.5 million.

### Statement of Cashflows

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

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>COST OF SERVICES</b>							
<b>Expenses</b>							
Grants and subsidies (b) .....	1,304	1,221	1,221	1,221	1,221	1,221	1,221
Supplies and services .....	253	195	195	195	195	195	195
Other expenses .....	46	124	124	182	155	187	203
<b>TOTAL COST OF SERVICES</b> .....	<b>1,603</b>	<b>1,540</b>	<b>1,540</b>	<b>1,598</b>	<b>1,571</b>	<b>1,603</b>	<b>1,619</b>
<b>Income</b>							
Other revenue .....	82	-	-	-	-	-	-
<b>Total Income</b> .....	<b>82</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET COST OF SERVICES</b> .....	<b>1,521</b>	<b>1,540</b>	<b>1,540</b>	<b>1,598</b>	<b>1,571</b>	<b>1,603</b>	<b>1,619</b>
<b>INCOME FROM GOVERNMENT</b>							
Service appropriations .....	1,557	1,540	1,540	1,598	1,571	1,603	1,619
<b>TOTAL INCOME FROM GOVERNMENT</b> .....	<b>1,557</b>	<b>1,540</b>	<b>1,540</b>	<b>1,598</b>	<b>1,571</b>	<b>1,603</b>	<b>1,619</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD</b> .....	<b>36</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

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

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

**DETAILS OF CONTROLLED GRANTS AND SUBSIDIES**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
Heritage Grants Program .....	1,304	1,221	1,221	1,221	1,221	1,221	1,221
<b>TOTAL</b> .....	<b>1,304</b>	<b>1,221</b>	<b>1,221</b>	<b>1,221</b>	<b>1,221</b>	<b>1,221</b>	<b>1,221</b>

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CURRENT ASSETS</b>							
Cash assets.....	1,287	1,087	1,287	1,287	1,287	1,287	1,287
Restricted cash.....	7,579	7,230	7,579	7,579	7,579	7,579	7,579
Receivables.....	19	132	19	19	19	19	19
Other.....	-	85	-	-	-	-	-
<b>Total current assets.....</b>	<b>8,885</b>	<b>8,534</b>	<b>8,885</b>	<b>8,885</b>	<b>8,885</b>	<b>8,885</b>	<b>8,885</b>
<b>CURRENT LIABILITIES</b>							
Payables.....	2,319	1,860	2,319	2,319	2,319	2,319	2,319
Other.....	17	161	17	17	17	17	17
<b>Total current liabilities.....</b>	<b>2,336</b>	<b>2,021</b>	<b>2,336</b>	<b>2,336</b>	<b>2,336</b>	<b>2,336</b>	<b>2,336</b>
<b>EQUITY</b>							
Contributed equity.....	(5,282)	-	(5,282)	(5,282)	(5,282)	(5,282)	(5,282)
Accumulated surplus/(deficit).....	11,831	6,513	11,831	11,831	11,831	11,831	11,831
<b>Total equity.....</b>	<b>6,549</b>	<b>6,513</b>	<b>6,549</b>	<b>6,549</b>	<b>6,549</b>	<b>6,549</b>	<b>6,549</b>
<b>TOTAL LIABILITIES AND EQUITY.....</b>	<b>8,885</b>	<b>8,534</b>	<b>8,885</b>	<b>8,885</b>	<b>8,885</b>	<b>8,885</b>	<b>8,885</b>

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

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CASHFLOWS FROM GOVERNMENT</b>							
Service appropriations.....	1,557	1,540	1,540	1,598	1,571	1,603	1,619
<b>Net cash provided by Government.....</b>	<b>1,557</b>	<b>1,540</b>	<b>1,540</b>	<b>1,598</b>	<b>1,571</b>	<b>1,603</b>	<b>1,619</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Grants and subsidies.....	(793)	(1,221)	(1,221)	(1,221)	(1,221)	(1,221)	(1,221)
Supplies and services.....	(218)	(195)	(195)	(195)	(195)	(195)	(195)
GST payments.....	(97)	-	-	-	-	-	-
Other payments.....	(111)	(124)	(124)	(182)	(155)	(187)	(203)
<b>Receipts</b>							
GST receipts.....	82	-	-	-	-	-	-
Other receipts.....	129	-	-	-	-	-	-
<b>Net cash from operating activities.....</b>	<b>(1,008)</b>	<b>(1,540)</b>	<b>(1,540)</b>	<b>(1,598)</b>	<b>(1,571)</b>	<b>(1,603)</b>	<b>(1,619)</b>
Cash assets at the beginning of the reporting period.....	8,317	8,317	8,866	8,866	8,866	8,866	8,866
<b>Cash assets at the end of the reporting period.....</b>	<b>8,866</b>	<b>8,317</b>	<b>8,866</b>	<b>8,866</b>	<b>8,866</b>	<b>8,866</b>	<b>8,866</b>

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

# Division 47 **National Trust of Australia (WA)**

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

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>DELIVERY OF SERVICES</b>							
Item 96 Net amount appropriated to deliver services .....	3,354	3,809	3,809	<b>3,895</b>	3,969	4,076	4,183
Total appropriations provided to deliver services .....	3,354	3,809	3,809	<b>3,895</b>	3,969	4,076	4,183
<b>CAPITAL</b>							
Item 163 Capital Appropriation .....	435	435	435	<b>435</b>	435	435	435
<b>TOTAL APPROPRIATIONS</b> .....	<b>3,789</b>	<b>4,244</b>	<b>4,244</b>	<b>4,330</b>	<b>4,404</b>	<b>4,511</b>	<b>4,618</b>
<b>EXPENSES</b>							
Total Cost of Services .....	6,135	7,442	8,188	<b>9,305</b>	8,774	7,182	7,289
Net Cost of Services <sup>(a)</sup> .....	3,577	4,382	5,128	<b>6,244</b>	5,820	4,156	4,174
<b>CASH ASSETS</b> <sup>(b)</sup> .....	<b>3,270</b>	<b>1,257</b>	<b>3,070</b>	<b>2,870</b>	<b>2,562</b>	<b>2,325</b>	<b>2,173</b>

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

(b) As at 30 June each financial year.

### **Spending Changes**

Recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the Trust's Income Statement since presentation of the 2023-24 Budget to Parliament on 11 May 2023, are outlined below:

	2023-24	2024-25	2025-26	2026-27	2027-28
	Estimated	Budget	Outyear	Outyear	Outyear
	Actual	Year	\$'000	\$'000	\$'000
	\$'000	\$'000			
High Priority Maintenance - Heritage Properties .....	349	432	332	-	-
Maintenance Geraldton Heritage Precinct .....	397	1,874	1,368	-	-

### **Significant Issues Impacting the Agency**

1. The Trust will maintain its focus on the conservation, interpretation, activation and adaptive reuse of heritage places and management of its collections. While the management of conservation works, including maintenance, will remain a priority to revitalise and activate these properties to enable better outcomes for Government, there will be increased focus on cultural landscapes associated with the places.
2. The Trust will continue to enhance the value, awareness and public participation in heritage through increased focus on community engagement, delivered through formal and non-formal schools, public education programs and events.
3. The Trust will continue to promote public investment and participation in heritage through its community-based public tax-deductible appeals, its focus on Aboriginal heritage, visitation to its places open to the public, and its natural heritage conservation and stewardship programs.
4. The Trust will continue to enhance its volunteer programs to assist with the activation of National Trust places.

## Resource Agreement

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

## Outcomes, Services and Key Performance Information

### Relationship to Government Goals

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

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

### Service Summary

Expense	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Year \$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
1. Conservation and Management of Built Heritage .....	3,775	4,038	5,034	5,721	5,747	4,683	4,752
2. Heritage Services to the Community .....	2,360	3,404	3,154	3,584	3,027	2,499	2,537
<b>Total Cost of Services .....</b>	<b>6,135</b>	<b>7,442</b>	<b>8,188</b>	<b>9,305</b>	<b>8,774</b>	<b>7,182</b>	<b>7,289</b>

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

	2022-23	2023-24	2023-24	2024-25	Note
	Actual	Budget	Estimated Actual	Budget Target	
<b>Outcome: Engage community support for the conservation of our natural, Aboriginal and historic heritage for the present and the future:</b>					
Percentage of planned conservation performed to enable community access to National Trust places .....	0.5%	0.5%	0.6%	4.3%	1
Number of people accessing, engaging, attending National Trust places and receiving heritage services .....	23,395	25,297	23,273	22,109	2

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

## Explanation of Significant Movements

(Notes)

1. The 2024-25 Budget Target is forecast to increase relative to the 2023-24 Budget and 2023-24 Estimated Actual, due to the additional conservation works at the Geraldton Heritage Precinct and a number of heritage properties within Western Australia.
2. The 2024-25 Budget Target is expected to be lower than the 2023-24 Budget as a number of properties will be closed for maintenance works in 2024-25.

## Services and Key Efficiency Indicators

### 1. Conservation and Management of Built Heritage

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

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
Total Cost of Service .....	\$'000 3,775	\$'000 4,038	\$'000 5,034	\$'000 5,721	1
Less Income .....	2,225	2,758	2,662	2,663	
Net Cost of Service .....	1,550	1,280	2,372	3,058	
<b>Employees (Full-Time Equivalents) .....</b>	14	14	14	14	
<b>Efficiency Indicators</b>					
Average operating cost per place managed .....	\$46,481	\$33,878	\$33,878	\$52,486	2

## Explanation of Significant Movements

(Notes)

1. The Total Cost of Service for the 2023-24 Estimated Actual and 2024-25 Budget Target reflects increased conservation works which will be undertaken at the Geraldton Heritage Precinct and a number of heritage properties within Western Australia.
2. The increase in the 2024-25 Budget Target compared to the 2023-24 Budget and 2023-24 Estimated Actual reflects the increase in maintenance works.

### 2. Heritage Services to the Community

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

	2022-23 Actual	2023-24 Budget	2023-24 Estimated Actual	2024-25 Budget Target	Note
Total Cost of Service .....	\$'000 2,360	\$'000 3,404	\$'000 3,154	\$'000 3,584	1
Less Income .....	333	302	398	398	
Net Cost of Service .....	2,027	3,102	2,756	3,186	
<b>Employees (Full-Time Equivalents) .....</b>	15	23	23	23	
<b>Efficiency Indicators</b>					
Average operating cost per person accessing, engaging, attending National Trust places and heritage services provided .....	\$101	\$135	\$136	\$162	2



## Explanation of Significant Movements

(Notes)

1. The increase in the income for 2023-24 Estimated Actual and 2024-25 Budget Target relative to the 2022-23 Actual is due to an increase in the number of events from 2,006 in 2022-23 to 2,468 in 2023-24, which raised additional revenue. The higher number of events is estimated to continue in 2024-25.
2. The increase in the 2024-25 Budget Target reflects an expected reduction in the number of visitations due to several National Trust places being closed for maintenance works during 2024-25.

## Asset Investment Program

1. In 2024-25, the Trust will continue conservation works at the Geraldton Heritage Precinct to address urgent works including replacing asbestos roofs, stabilising deteriorated stonework, making safe timber verandas and enabling universal access to upper floors.
2. Conservation works will commence at Strawberry Hill Farm (Barmup) in Albany, including conservation, repairs and maintenance of deteriorated buildings and carparks and the provision of facilities that meet universal access standards ahead of the Bicentennial celebrations in 2026, increasing the Trust's ability to deliver a quality heritage tourism experience at this key place.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-24 \$'000	2023-24 Estimated Expenditure \$'000	2024-25 Budget Year \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000	2027-28 Outyear \$'000
<b>WORKS IN PROGRESS</b>							
Property Restoration - Geraldton Heritage Precinct .....	3,935	56	56	1,363	1,941	575	-
<b>COMPLETED WORKS</b>							
Asset Replacement							
2023-24 Program .....	84	84	50	-	-	-	-
Wesleyan Chapel Repairs .....	146	146	146	-	-	-	-
Property Restoration							
2023-24 Program .....	650	650	650	-	-	-	-
Lotterywest Land Covenanting Program .....	30	30	30	-	-	-	-
<b>NEW WORKS</b>							
Asset Replacement							
2024-25 Program .....	50	-	-	50	-	-	-
2025-26 Program .....	50	-	-	-	50	-	-
2026-27 Program .....	50	-	-	-	-	50	-
2027-28 Program .....	50	-	-	-	-	-	50
Property Restoration							
2024-25 Program .....	650	-	-	650	-	-	-
2025-26 Program .....	650	-	-	-	650	-	-
2026-27 Program .....	650	-	-	-	-	650	-
2027-28 Program .....	650	-	-	-	-	-	650
Strawberry Hill Farm (Barmup) .....	3,782	-	-	2,740	1,042	-	-
<b>Total Cost of Asset Investment Program .....</b>	<b>11,427</b>	<b>966</b>	<b>932</b>	<b>4,803</b>	<b>3,683</b>	<b>1,275</b>	<b>700</b>
<b>FUNDED BY</b>							
Capital Appropriation .....			435	435	435	435	435
Holding Account .....			265	265	265	265	265
Major Treasurer's Special Purpose Account(s)							
Asset Maintenance Fund .....			56	4,103	2,983	575	-
Other .....			146	-	-	-	-
Other Grants and Subsidies .....			30	-	-	-	-
<b>Total Funding .....</b>			<b>932</b>	<b>4,803</b>	<b>3,683</b>	<b>1,275</b>	<b>700</b>

## Financial Statements

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>COST OF SERVICES</b>							
<b>Expenses</b>							
Employee benefits <sup>(b)</sup> .....	3,085	3,961	3,961	3,674	3,736	3,831	3,923
Supplies and services .....	1,428	1,626	2,372	3,776	3,186	1,502	1,518
Accommodation .....	306	383	383	383	383	383	383
Depreciation and amortisation .....	770	655	655	655	655	655	655
Other expenses .....	546	817	817	817	814	811	810
<b>TOTAL COST OF SERVICES .....</b>	<b>6,135</b>	<b>7,442</b>	<b>8,188</b>	<b>9,305</b>	<b>8,774</b>	<b>7,182</b>	<b>7,289</b>
<b>Income</b>							
Sale of goods and services .....	6	200	200	200	200	200	206
Grants and subsidies .....	18	-	-	-	-	-	-
Other revenue .....	2,534	2,860	2,860	2,861	2,754	2,826	2,909
<b>Total Income .....</b>	<b>2,558</b>	<b>3,060</b>	<b>3,060</b>	<b>3,061</b>	<b>2,954</b>	<b>3,026</b>	<b>3,115</b>
<b>NET COST OF SERVICES .....</b>	<b>3,577</b>	<b>4,382</b>	<b>5,128</b>	<b>6,244</b>	<b>5,820</b>	<b>4,156</b>	<b>4,174</b>
<b>INCOME FROM GOVERNMENT</b>							
Service appropriations .....	3,354	3,809	3,809	3,895	3,969	4,076	4,183
Grants from Government .....	155	-	-	-	-	-	-
Major Treasurer's Special Purpose Account(s)							
Asset Maintenance Fund .....	-	-	802	6,409	4,683	575	-
Other revenues .....	1,416	706	706	-	-	-	-
<b>TOTAL INCOME FROM GOVERNMENT .....</b>	<b>4,925</b>	<b>4,515</b>	<b>5,317</b>	<b>10,304</b>	<b>8,652</b>	<b>4,651</b>	<b>4,183</b>
<b>SURPLUS/(DEFICIENCY) FOR THE PERIOD .....</b>	<b>1,348</b>	<b>133</b>	<b>189</b>	<b>4,060</b>	<b>2,832</b>	<b>495</b>	<b>9</b>

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

(b) The full-time equivalents for 2022-23 Actual, 2023-24 Estimated Actual and 2024-25 Budget Year are 29, 37 and 37 respectively.

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

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual	Budget	Estimated	Budget	Outyear	Outyear	Outyear
	\$'000	\$'000	Actual	Year	\$'000	\$'000	\$'000
			\$'000	\$'000			
<b>CURRENT ASSETS</b>							
Cash assets.....	1,306	1,028	1,106	906	598	361	209
Restricted cash.....	1,964	229	1,964	1,964	1,964	1,964	1,964
Holding Account receivables.....	265	265	265	265	265	265	265
Receivables.....	352	382	421	123	275	427	583
Other.....	1,633	2,752	1,633	1,633	1,633	1,633	1,633
<b>Total current assets.....</b>	<b>5,520</b>	<b>4,656</b>	<b>5,389</b>	<b>4,891</b>	<b>4,735</b>	<b>4,650</b>	<b>4,654</b>
<b>NON-CURRENT ASSETS</b>							
Holding Account receivables.....	4,253	4,643	4,643	5,033	5,423	5,813	6,203
Property, plant and equipment.....	126,456	115,129	126,738	131,541	134,574	135,199	135,249
Intangibles.....	210	215	210	210	210	210	210
Other.....	102	91	102	102	102	102	102
<b>Total non-current assets.....</b>	<b>131,021</b>	<b>120,078</b>	<b>131,693</b>	<b>136,886</b>	<b>140,309</b>	<b>141,324</b>	<b>141,764</b>
<b>TOTAL ASSETS.....</b>	<b>136,541</b>	<b>124,734</b>	<b>137,082</b>	<b>141,777</b>	<b>145,044</b>	<b>145,974</b>	<b>146,418</b>
<b>CURRENT LIABILITIES</b>							
Employee provisions.....	849	712	849	849	849	849	849
Payables.....	61	39	-	55	55	55	55
Other.....	1,664	2,160	1,642	1,787	1,787	1,787	1,787
<b>Total current liabilities.....</b>	<b>2,574</b>	<b>2,911</b>	<b>2,491</b>	<b>2,691</b>	<b>2,691</b>	<b>2,691</b>	<b>2,691</b>
<b>NON-CURRENT LIABILITIES</b>							
Employee provisions.....	108	99	108	108	108	108	108
Other.....	559	701	559	559	559	559	559
<b>Total non-current liabilities.....</b>	<b>667</b>	<b>800</b>	<b>667</b>	<b>667</b>	<b>667</b>	<b>667</b>	<b>667</b>
<b>TOTAL LIABILITIES.....</b>	<b>3,241</b>	<b>3,711</b>	<b>3,158</b>	<b>3,358</b>	<b>3,358</b>	<b>3,358</b>	<b>3,358</b>
<b>EQUITY</b>							
Contributed equity.....	29,621	30,056	30,056	30,491	30,926	31,361	31,796
Accumulated surplus/(deficit).....	61,182	60,405	61,371	65,431	68,263	68,758	68,767
Reserves.....	42,497	30,562	42,497	42,497	42,497	42,497	42,497
<b>Total equity.....</b>	<b>133,300</b>	<b>121,023</b>	<b>133,924</b>	<b>138,419</b>	<b>141,686</b>	<b>142,616</b>	<b>143,060</b>
<b>TOTAL LIABILITIES AND EQUITY.....</b>	<b>136,541</b>	<b>124,734</b>	<b>137,082</b>	<b>141,777</b>	<b>145,044</b>	<b>145,974</b>	<b>146,418</b>

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

**STATEMENT OF CASHFLOWS (a)**  
**(Controlled)**

	2022-23	2023-24	2023-24	2024-25	2025-26	2026-27	2027-28
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Year \$'000	Outyear \$'000	Outyear \$'000	Outyear \$'000
<b>CASHFLOWS FROM GOVERNMENT</b>							
Service appropriations .....	2,699	3,154	3,154	3,240	3,314	3,421	3,528
Capital appropriation.....	435	435	435	435	435	435	435
Holding Account drawdowns .....	265	265	265	265	265	265	265
Major Treasurer's Special Purpose Account(s)							
Asset Maintenance Fund .....	-	-	802	6,409	4,683	575	-
Other.....	1,416	706	706	-	-	-	-
<b>Net cash provided by Government .....</b>	<b>4,815</b>	<b>4,560</b>	<b>5,362</b>	<b>10,349</b>	<b>8,697</b>	<b>4,696</b>	<b>4,228</b>
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>							
<b>Payments</b>							
Employee benefits .....	(2,939)	(3,954)	(3,954)	(3,667)	(3,729)	(3,824)	(3,916)
Supplies and services.....	(2,332)	(1,789)	(2,535)	(3,939)	(3,349)	(1,665)	(1,681)
Accommodation.....	(306)	(366)	(366)	(366)	(366)	(366)	(366)
GST payments.....	(330)	(270)	(270)	(270)	(270)	(270)	(270)
Other payments .....	(905)	(694)	(694)	(694)	(691)	(688)	(687)
<b>Receipts</b>							
Grants and subsidies .....	18	-	-	-	-	-	-
Sale of goods and services.....	6	200	200	200	200	200	206
GST receipts.....	260	270	270	270	270	270	270
Other receipts .....	4,605	2,719	2,719	2,720	2,613	2,685	2,764
<b>Net cash from operating activities .....</b>	<b>(1,923)</b>	<b>(3,884)</b>	<b>(4,630)</b>	<b>(5,746)</b>	<b>(5,322)</b>	<b>(3,658)</b>	<b>(3,680)</b>
<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>							
Purchase of non-current assets .....	(1,799)	(876)	(932)	(4,803)	(3,683)	(1,275)	(700)
Other payments .....	(3,099)	-	-	-	-	-	-
<b>Net cash from investing activities .....</b>	<b>(4,898)</b>	<b>(876)</b>	<b>(932)</b>	<b>(4,803)</b>	<b>(3,683)</b>	<b>(1,275)</b>	<b>(700)</b>
Cash assets at the beginning of the reporting period .....	2,554	1,457	3,270	3,070	2,870	2,562	2,325
Net cash transferred to/from other agencies .....	2,722	-	-	-	-	-	-
<b>Cash assets at the end of the reporting period .....</b>	<b>3,270</b>	<b>1,257</b>	<b>3,070</b>	<b>2,870</b>	<b>2,562</b>	<b>2,325</b>	<b>2,173</b>

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