



Department of Planning,
Lands and Heritage




Annual Report 2024-25

**SOLUTIONS FOCUSED FOR A
VIBRANT WESTERN AUSTRALIA**




Acknowledgement of Country

The Department of Planning, Lands and Heritage acknowledges the Aboriginal people as the traditional custodians of Western Australia. We pay our respects to the Ancestors and Elders, both past and present, and the ongoing connection between people, land, waters and community. We acknowledge those who continue to share knowledge, their traditions and culture to support our journey for reconciliation. In particular, we recognise land and cultural heritage as places that hold great significance for Aboriginal people.



Department of Planning,
Lands and Heritage




Statement of compliance

Hon John Carey (Hons) MLA
Minister for Planning and Lands

In accordance with section 63 of the *Financial Management Act 2006*, I hereby submit for your information and presentation to Parliament, the annual report of the Department of Planning, Lands and Heritage for the financial year ended 30 June 2025.

This report has been prepared in accordance with the provisions of the *Financial Management Act 2006*.



Anthony Kannis PSM
Director General
Department of Planning, Lands and Heritage
28 October 2025

About this report

This report covers the operations of the Department of Planning, Lands and Heritage and presents the Department’s audited financial statements and performance indicators for the year ended 30 June 2025.

Disclaimer

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Message from the Director General

Kaya

I am proud to present the 2024-25 Annual Report for the Department of Planning, Lands and Heritage. This year has been one of significant progress and collaboration as we continued our mission to plan and manage land and heritage for all Western Australians.

Throughout 2024-25, our planning journey evolved from implementing broad system-wide reforms to a renewed focus on maintaining a contemporary, transparent and efficient system that reflects current needs. This approach is helping create more liveable, sustainable and connected communities, while supporting the delivery of diverse and affordable housing options.

Boosting housing and land supply along with enabling infrastructure is a key priority for the Government and our Department and we have adopted a cross-agency approach to ensure policies, priorities and investments are aligned.

The \$80 million Infrastructure Development Fund supports housing delivery by offsetting upfront utility costs, helping unlock apartment developments in urban infill areas and worker and community housing in regional Western Australia.

A key part of the Government's housing strategy is transit-oriented development to create vibrant, well-connected communities close to transport. To support this, we continued to progress planning for METRONET precincts across the metropolitan area.

Removing unnecessary red tape and streamlining processes has continued to be a key feature of our planning reforms, to ensure the system is modern, inclusive and responsive to the needs of Western Australians.

In May, the new Planning and Development (Significant Development) Amendment Regulations 2025 expanded eligibility for the Part 11B Significant Development Pathway to help boost diverse housing supply in well-serviced locations. Apartment developments of any value located in strategic areas such as METRONET station precincts, Housing Diversity Pipeline sites and on Government landholdings, can now access this streamlined assessment process, provided at least five per cent of dwellings are allocated to social or affordable housing.

New regulations introduced for short-term rental accommodation now support a fairer and better managed sector across Western Australia including a mandatory statewide register for all short-term rental properties, managed by the Department of Local Government, Industry Regulation and Safety.

To help ease rental market pressures, unhosted short-term rental providers were also offered a \$10,000 incentive to convert their properties to long-term rentals for at least 12 months.

A review of the Residential Design Codes was announced in June 2025 to ensure our planning system is delivering the best outcomes for Western Australia’s rapid population growth and enabling more infill housing supply. This reflects a proactive approach to strengthening the planning framework, with the Department continuing to work closely with, and support, the Western Australian Planning Commission (WAPC) in delivering more responsive and sustainable urban development outcomes.

In addition, the Department supported the WAPC to modernise the 60-year-old Metropolitan Region Scheme to streamline and simplify approval processes, removing unnecessary red tape and administrative burdens. The changes to the Metropolitan Region Scheme significantly reduce the paperwork and approvals required for more than 80 per cent of development applications, easing the load on homeowners, businesses and local governments.

Further reforms to the State’s Development Assessment Panels were also announced in August 2024, with the appointment of Western Australia’s first ever fixed-term, full-time specialist panel members, marking a significant shift in the decision-making process by improving the balance between technical advice and local knowledge.

Throughout the year, the Department continued to support the delivery of State Government priorities, providing specialist advice and services on major cross-agency projects. This included strategic design advice by the Government Architect of Western Australia for major public infrastructure projects such as the new Fremantle Traffic Bridge, East Perth Primary School and the new Women and Babies’ Hospital.

I would like to acknowledge the retirement of David Caddy as Chair of the WAPC in December 2024 and thank him for his years of dedicated service and collaboration with the Department. It was a pleasure to welcome Emma Cole as the new Chair in January 2025. With her extensive experience in governance, planning and development, Emma is well positioned to lead the WAPC.

In addition to our ongoing work in planning, we remain deeply committed to support the HCWA in recognising, protecting and preserving Western Australia’s heritage.

In 2024-25, three culturally significant places were added to the State Register of Heritage Places - the architecturally distinctive Iwanoff House in Floreat, the iconic former Ford Motor Co Factory in North Fremantle and Hostel Milligan in Perth. This year also saw a record number of heritage grants awarded, delivering over \$3.47 million in conservation projects across the state and supporting continued safeguarding of Western Australia’s diverse historical heritage.

The Department continues to be instrumental in supporting Western Australia’s transition to renewable energy and is actively engaged in negotiations with proponents seeking land tenure for renewable energy projects across the state. A dedicated team within the Department focuses on major renewable energy projects, supporting land assembly, negotiation and agreement-making processes with interest holders, including Traditional Owners.

Throughout the year, the Department continued to work in close partnership with native title holders and Aboriginal corporations to deliver meaningful outcomes for Aboriginal communities across Western Australia. Through our inaugural capacity building program, 51 native title parties shared \$9.18 million to boost their capacity for Aboriginal heritage activities such as survey participation, On Country training and cultural knowledge transfer.

We also have a key role in progressing the return of land held by the Aboriginal Lands Trust (ALT) to Aboriginal ownership. A major milestone in 2024-25 was the finalisation of the Wilinggin Indigenous Land Use Agreement (ILUA), paving the way for the return of 1.4 million hectares of Crown land – including 43,000 hectares of ALT estate – to the Wilinggin Aboriginal Corporation. This achievement marks a significant step forward on the path to reconciliation, reflecting the strength of collaboration and a shared commitment to recognising the enduring connection of the Wilinggin people to Country.

The Department is also working to progress delivery of the State Government’s commitment to create land estates under three significant native title agreements - the South West Native Title Settlement, Yamatji Nation ILUA and the Tjiwarl ILUA.

The administration of the Department also saw a number of achievements this year. Our dedication to supporting strong outcomes for Aboriginal and Torres Strait Islander peoples was further strengthened with the launch of our new Stretch Reconciliation Action Plan in May 2025. This latest Plan will continue to embed reconciliation into our core business over the next three years and drive long-term cultural change across the Department.

Accredited as a Level 1 Carer Friendly Workplace, we are proud to be recognised for the diverse responsibilities many of our employees carry, reaffirming our commitment to fostering an inclusive and supportive workplace culture.

A major milestone was met in April with the launch of our 2025-2029 Strategic Plan, which sets a new bold and clear direction for the Department. Anchored in four strategic goals, we are focused on building vibrant communities, advancing reconciliation, managing land sustainably and supporting economic diversification. Our core values – collaboration, innovation, integrity, professionalism, respect – and our newly adopted value of accountability, will continue to guide our work and culture.

Our achievements are a testament to our people – our leadership team, the various boards and committees we support and of course our staff. I would like to extend my sincere thanks to you all.

I would also like to take this opportunity to thank the Hon David Templeman MLA, former Minister for Heritage and the Hon Dr Tony Buti MLA, former Minister for Aboriginal Affairs for their guidance and support and welcome the Hon Simone McGurk MLA and the Hon Don Punch MLA to their respective new Ministerial roles. I also acknowledge our continued support for the Minister for Planning and Lands, the Hon John Carey MLA and the Treasurer, the Hon Rita Saffioti MLA, in her responsibility for Market-led Proposals.

Finally, to our partners and stakeholders, I thank you for your support and collaboration on a wide range of initiatives throughout 2024-25. Together, we are shaping a more connected, sustainable and equitable Western Australia. Guided by our new strategic plan, we are committed to remaining solutions focused for a vibrant Western Australia.



Anthony Kannis PSM
Director General

About the Department

The role of the Department is to shape the future of our cities, regions and towns. We plan and manage land and heritage for all Western Australians to conserve our past, protect our unique landscapes, nurture the present and plan for the future of our communities. We are responsible for State-level land use planning and management and have oversight of Aboriginal cultural heritage and historic heritage matters.

We respond to and balance demands on the land and proactively plan and advise on key development projects across Western Australia to ensure our communities can continue to prosper in future generations. We plan how to make best use of the state’s natural and built assets for the sustainable and responsible development of all Western Australian communities, through evidence-based research, integrated policy development and stakeholder engagement.

Our key focus areas:

- Integrated land and infrastructure policy development
- Land use planning and policy development
- Aboriginal heritage and lands management
- Historic heritage conservation services
- State land administration
- Land asset management

Woodland Reserve Interpretive Centre luminescent mural painting depicting flora and fauna commonly found at Whiteman Park.

Our Ministers



Hon John Carey
BA (Hons) MLA
[Minister for Planning and Lands](#)



Hon Don Punch
BPsych, BSocwk, MBA MLA
[Minister for Aboriginal Affairs](#)



Hon Simone McGurk
BA (Arts), BA (Comms) MLA
[Minister for Heritage](#)



Hon Rita Saffioti
BBus MLA
[Treasurer](#)



Hon David Templeman
Dip Tchg Bed MLA
Minister for Heritage until 19 March 2025



Hon Dr Tony Buti
BPE, DipEd, MIR, LLB DPhil MLA
Minister for Aboriginal Affairs until 19 March 2025

Statutory boards and committees

The Department provides support to the following boards and committees:

- Aboriginal Cultural Heritage Committee
 - Aboriginal Lands Trust
 - Audit and Risk Committee
 - Board of Valuers
 - Development Assessment Panels
 - Heritage Council of Western Australia
 - Pastoral Lands Board
- Western Australian Planning Commission
 - Executive, Finance and Property Committee
 - Statutory Planning Committee
 - Swan Valley Statutory Planning Committee
 - State Design Review Panel
 - Capital City Planning Committee

Structure and leadership

Operational structure

The Department provides professional and technical expertise, administrative services and corporate resources to assist in delivering the functions of the Western Australian Planning Commission (WAPC), the Heritage Council of Western Australia (HCWA) and the Aboriginal Affairs Planning Authority (AAPA).

The Department’s operating structure comprises a Director General, who oversees the Office of the Director General, and six Assistant Directors General (or equivalent) who are responsible for their relevant divisions and strategic leadership of the Department.



The Corporate Executive

Office of the Director General

The Office of the Director General provides high level strategic advice and coordination to the Department’s executive and Ministers’ offices. This includes the coordination of consistent, whole-of-department responses when communicating with key stakeholders and providing administrative support and advice on strategic and cross-government projects.

Responsibilities

- Government Relations
- Ministerial Services
- Enterprise Project Management
- Development Assessment Panels
- Internal Audit
- State Referral Coordination Unit
- Western Australian Planning Commission Support
- Government Architect



Anthony Kannis PSM
– Director General

Anthony Kannis has more than four decades of experience across the Western Australian public sector and was appointed as Director General in February 2022.

Since joining the Department, Anthony has had oversight of an ambitious legislative reform program in the Planning, Lands and Aboriginal Affairs portfolio areas to support the Government’s key projects and objectives for the State. In the past three years, contemporary planning reforms have been introduced to simplify planning processes and reduce red tape, providing support for the Government’s housing initiatives, boosting housing supply across the state. Amendments to the *Land Administration Act 1997* provided for major land reform focusing on streamlining land management, promoting economic diversification and improving land use practices.

Anthony is dedicated to building a future for our state supported by a strong economy and well-connected, diverse and affordable places to live that allow Western Australians to participate in all aspects of their community.

He was recognised for his public service career and commitment to transport and infrastructure reform, particularly through METRONET, by being awarded the Public Service Medal in the 2022 Australia Day Honours.

Strategy and Engagement

Responsible for leadership and coordination of complex planning and development projects, the Strategy and Engagement division works in partnership with other government agencies and key stakeholders, responding strategically through policy, infrastructure and data forecasting to address issues impacting Western Australia’s people, environment and economy.

Responsibilities

- Data Analytics
- Infrastructure Planning and Policy
- Policy
- Legal
- Major Projects Facilitation
- Precincts and Projects
- Land and Housing Coordination



Jaime Lundberg
– Assistant Director General

Working across a diverse portfolio, ranging from infrastructure and policy development to legal services, precinct planning, data analytics and population forecasting, Jaime is responsible for the coordination of complex planning and development projects.

Jaime has extensive experience in policy and project delivery in Australia and overseas, working across the private and public sectors, and is passionate about creating good outcomes in the regions.

Over the past few years Jaime has taken a key role in driving land assembly to support Government priority projects, drawing on her diverse experience and understanding of planning, development and industry issues to resolve challenges and achieve social and economic outcomes.

Business and Corporate Services

The Business and Corporate Services division facilitates the corporate functions of the Department, such as financial services, information and technology services, procurement, human resources and communications and engagement. Other functions undertaken by Business and Corporate Services include developing and maintaining corporate policies, managing freedom of information, compliance and investigations and facilitating innovative opportunities for government and private sector collaboration.

Responsibilities

- Financial and Commercial Services
- Business Information Services
- Human Resources
- Governance and Performance
- Investigations
- Communications and Engagement
- Market-led Proposals



Santa Cardenia – Assistant Director General

Santa Cardenia has enjoyed a successful public sector career including with the Western Australia Police Force, Department of Housing and Premier’s and Ministerial offices, in a range of strategic leadership roles across corporate functions including strategy, finance, procurement and value management.

Santa is a Fellow Certified Practicing Accountant with a Bachelor of Business Degree (Double Major in Accounting and Finance) and sub-major in Public Accounting (Taxation). Her post graduate studies include a Graduate Certificate in Applied Management and Graduate Diploma in Executive Leadership.

Santa has previously been awarded the Commissioner of Police’s Medal of Excellence, and in 2023 was the recipient of the Institute of Public Administration Lonnie Awards Chief Finance Officer of the Year and Institute of Public Administration – Finance Practitioner of the Year. Santa was appointed as Assistant Director General in December 2024, having previously been on secondment from the WA Police Force.

Land Use Management

The Land Use Management division works to ensure the highest and best use of Crown land in accordance with key Government priorities. This includes resolving complex land tenure, administration of 489 pastoral leases, divestment of surplus land and assets and negotiating Indigenous land use agreements and native title settlements on behalf of the State and Traditional Owners. This also involves processing land access approvals and property and risk management for hazards and contaminated sites.

Responsibilities

- Board Support
- Property and Risk Management
- Customer Service, Systems and Delivery
- Crown Land Administration
- Lands Legal
- Native Title Agreements and Partnerships
- Land Asset and Lease Management
- Renewable Energy



Matt Darcey – Assistant Director General

Matt has extensive experience in the Western Australian and Northern Territory public sectors delivering on Government commitments, policy, legislative and regulatory matters for responsible land management, sustainable natural resource management and ecologically sustainable development.

Matt is passionate about activating the state’s land assets for the benefit of all Western Australians and providing quality land management and administration services under the *Land Administration Act 1997* and Aboriginal lands held by the ALT under the *Aboriginal Affairs Planning Authority Act 1972*.

Heritage and Property Services

The Heritage and Property Services division works to recognise, conserve and promote Western Australia’s Aboriginal and historic cultural heritage. It supports the WAPC and manages land and property acquisition, disposal, rental management and field management for future strategic government infrastructure. On behalf of the State, two important tourism and conservation sites are managed by the division – Fremantle Prison and Whiteman Park.

Responsibilities

- Aboriginal Heritage Conservation
- Aboriginal Heritage Review and Reform
- Historic Heritage Conservation
- Stakeholder Engagement
- WAPC Property Services
- Fremantle Prison
- Whiteman Park
- Regional Services



Kristi Clarke – Acting Assistant Director General

Having commenced her career as an Aboriginal trainee in the public sector, Kristi has amassed expertise in project management and strategic communications. In early 2025 Kristi commenced as the Assistant Director General of Heritage and Property Services where she leads the management, protection and promotion of Western Australia’s Aboriginal and historic heritage conservation as well overseeing the property portfolio of the WAPC.

With more than 10 years working for Western Australia’s redevelopment authorities, Kristi has extensive experience in planning, lands and heritage approvals processes, associated legislation and policies.

Kristi studied Communications at Edith Cowan University and holds an Advanced Diploma of Management. Her career span also includes roles with Government Ministers, ICT project management in both Perth and London and a voluntary Board Director for an international children’s charity.

Reform, Design and State Assessment

This is the Department’s lead division responsible for delivering a program of legislative, regulatory and policy reform of Western Australia’s planning system and a commitment to good design in all development, greater consistency, transparency and improved responsiveness to market demands. This division works across the public sector in collaboration with industry partners and local government to deliver State Government priorities and with the Australian Government, states and territories on national urban policy and planning reform.

Responsibilities

- Planning Frameworks
- Strategic Planning Initiatives
- WAPC Services
- Design and Built Environment
- Planning Appeals



Kathy Bonus – Chief Planning Advisor

Appointed as the State’s first Chief Planning Advisor in 2019, Kathy is responsible for leading critical planning and infrastructure projects, providing high-level advice to the Minister for Planning, the Director General and the WAPC on delivering Government priorities and advising on key State and National planning policies and strategic projects.

Kathy is a Registered Planner, Fellow of the Planning Institute of Australia and a Graduate of the Australian Institute of Company Directors. She has extensive experience in policy, planning, development and project delivery across regional and urban Western Australia in both the private and public sectors – from remote Indigenous communities in the Central Desert to high-density, inner-city local government.

Land Use Planning

The Land Use Planning division works with State and local government agencies, the development industry, landowners and stakeholders to establish planning frameworks that will support the growth of communities across Western Australia.

Responsibilities

- Regional Planning
- Metropolitan Planning
- Schemes and Strategies
- Planning Administration
- Regional Planning Strategy
- Development Contribution Program
- Significant Development Assessment



David Saunders – Assistant Director General

David has more than 30 years’ experience in public sector management roles. Prior to joining the Department for Planning and Infrastructure in October 2007, David worked in local government, and State and Commonwealth public sector roles in Western Australia, Queensland and New South Wales.

David has worked in senior roles with the New South Wales Government in the planning and operation of the 2000 Sydney Olympic Games and with the Commonwealth and Queensland governments in the planning and gazettal of the statutory and strategic plan of management for the Wet Tropics World Heritage Area in North Queensland. David leads Land Use Planning in developing strategic planning frameworks across the State and is committed to continuous improvement in the statutory planning performance of the Land Use Planning division.

Government Architect of Western Australia

The Government Architect of Western Australia (GAWA) provides leadership in design quality and strategic design advice across both public and private sector projects. GAWA works closely with State Government agencies, local governments and industry to support planning reform, housing delivery and place-based outcomes that benefit all Western Australians.

In 2024-25, GAWA experienced a significant demand for design advice and support largely driven by planning reform initiatives for private sector projects, such as the introduction of the Part 11B Significant Development Pathway. In response, GAWA implemented a triage system to streamline project intake and identify the most appropriate design review pathway.

Strategic design support – key initiatives

GAWA continued to provide urban design advice for public sector projects across key portfolios, including increased support to the Transport portfolio, particularly through collaboration with the Office of Major Transport Infrastructure Delivery. Projects supported included:

- Orrong Connect
- Murdoch Lot 120 Carpark, and the Murdoch Precinct more broadly
- Canning Bridge Bus Interchange.

GAWA also provided tailored advice for significant infrastructure and civic projects, aligning support with project programs and timeframes, and ensuring consistency with State Planning Policy 7.0 Design of the Built Environment. Key projects included:

- Women and Babies Hospital, Murdoch
- Women and Babies Hospital Project, Osborne Park extension
- Women and Babies Hospital, Western Carpark
- East Perth Primary School

- Perth Convention and Exhibition Centre
- Perth Concert Hall
- Aboriginal Cultural Centre
- Malaga Sports Precinct
- Fremantle Traffic Bridge.

GAWA also provided ongoing project support and design advice to the Department of Communities on selected projects under Communities’ delegated authority.

Improving local government design review systems

A key focus in 2024-25 was improving the consistency and quality of local government design review across Western Australia. GAWA progressed this work through the development of:

- The completed Local Government Design Review Manual
- Supporting user guides for planners, panel members, chairs, proponents and elected members
- A suite of e-learning modules for internal and external stakeholders.

This work continues to be developed and delivered in partnership with the Department and the WAPC and supported broader efforts to develop design review thresholds and a discussion paper on embedding consistency in design review processes across jurisdictions.

State Design Review Panel Manual

GAWA contributed to the revised State Design Review Panel Manual, which was endorsed by the WAPC in September 2024. The revised manual supports the continued improvement of State Design Review Panel processes as part of Western Australia’s planning reform agenda.



Emma Williamson – Government Architect

Emma is a highly credentialled architect and an advocate for positive community and social outcomes through good design with nearly 30 years’ experience working in practice.

She is a Fellow of the Australian Institute of Architects, an Adjunct Professor at Monash University, a recipient of the RAIAPaula Whitman Leadership in Gender Equity Prize and a winner of the AIA’s National President’s Prize along with other members of the Government Architects Network of Australia.

Legislation

Enabling legislation

The Department was established as an agency on 1 July 2017, under the *Public Sector Management Act 1994*.

Administered legislation

The Department assists the Minister for Planning and Lands in administration of the following Acts:

- Anglican Church of Australia Diocesan Trustees and Lands Act 1918*
- Anglican Church of Australia Lands Vesting Act 1892*
- Anglican Church of Australia School Lands Act 1896*
- Browse (Land) Agreement Act 2012*
- Cambridge Endowment Lands Act 1920*
- Canning Lands Revestment Act 1954*
- Chevron-Hilton Hotel Agreement Act 1960*
- City of Perth (Lathlain Park Reserves) Act 1950*
- City of Perth (Leederville Park Lands) Act 1950*
- East Carey Park Land Vesting Act 1957*
- Forrest Place and City Station Development Act 1985*
- Fremantle City Council Lands Act 1929*
- Fremantle Endowment Lands Act 1929*
- Fremantle Reserves Surrender Act 1912*
- Geraldton Agricultural and Horticultural Society’s Land Act 1914*
- Geraldton Sailors and Soldiers’ Memorial Institute Lands Vesting Act 1933*
- Hope Valley-Wattleup Redevelopment Act 2000*
- Jennacubbine Sports Council (Incorporated) Act 1965*
- Land Administration Act 1997*
- Land Administration Amendment Act 2000*
- Land Administration (South West Native Title Settlement) Act 2016*

- Machinery of Government (Planning and Infrastructure) Amendment Act 2002*
- Metropolitan Region Improvement Tax Act 1959*
- Metropolitan Region Scheme (Beeliar Wetlands) Act 2021*
- Metropolitan Region Scheme (Fremantle) Act 1994*
- Parks and Reserves Act 1895*
- Perry Lakes Redevelopment Act 2005*
- Perth Town Hall Act 1950*
- Perth Town Hall Agreement Act 1953*
- Planning and Development Act 2005*
- Planning and Development (Consequential and Transitional Provisions) Act 2005*
- Reserves Acts (various)*
- Road closure Acts (various)*
- Roman Catholic New Norcia Church Property Act 1929*
- Swan Valley Planning Act 2020*
- Town of Claremont (Exchange of Land) Act 1964*
- War Service Land Settlement Scheme Act 1954*
- Wittenoom Closure Act 2022*

The Department assists the Minister for Aboriginal Affairs in administration of the following Acts:

- Aboriginal Affairs Planning Authority Act 1972* (administered by the Department of the Premier and Cabinet)
- Aboriginal Communities Act 1979*
- Aboriginal Heritage Act 1972.*

The Department assists the Minister for Heritage in administration of the following Act:

- Heritage Act 2018.*

Other key legislation

In the performance of its functions, the Department complies with relevant law including, but not limited to:

- Auditor General Act 2006*
- Disability Services Act 1993*
- Equal Opportunity Act 1984*
- Financial Management Act 2006*
- Freedom of Information Act 1992*
- Industrial Relations Act 1979*
- Long Service Leave Act 1958*
- Minimum Conditions of Employment Act 1993*
- Privacy and Responsible Information Sharing Act 2024*
- Procurement Act 2020*
- Public Interest Disclosure Act 2003*
- Public Sector Management Act 1994*
- Salaries and Allowances Act 1975*
- State Records Act 2000*
- Work Health and Safety Act 2020*
- Workers Compensation and Injury Management Act 2023*

Other specialised legislation impacting on the Department’s operation:

- Building Act 2011*
- Community Titles Act 2018*
- Dampier to Bunbury Pipeline Act 1997* (administered by the Energy Police WA)
- Environmental Protection Act 1986*
- Interpretation Act 1984*
- Maritime Archaeology Act 1973*
- Mining Act 1978*
- Native Title Act 1993 (Cth)*
- Petroleum and Geothermal Energy Resources Act 1967*
- Property Law Act 1969*
- Public Works Act 1902*
- Registration of Deeds Act 1856*
- Short Term Rental Accommodation Act 2024*
- Strata Titles Act 1985*
- Superannuation and Family Benefits Act 1938*
- Transfer of Land Act 1893*
- Valuation of Land Act 1978.*

Performance management framework

Our purpose

We plan and manage land and heritage for all Western Australians.

Our vision

- To respect the past
- To create opportunities today
- To plan for the future

Our values

The Department’s corporate values guide its behaviour at work, decision-making, conduct and performance. Each value reflects the talent, skills, experience and attitude of staff and stakeholder engagement.

Respect	We respect that our work is personal to our stakeholders and that every piece of land and site has a story.	Collaboration	We engage and collaborate to build prosperous places and connected communities.
Integrity	Our ethics and integrity guide our actions with every piece of land, site and opportunity to enable us to deliver great outcomes for Western Australia.	Accountability	We work in the interest of the public and take responsibility for our actions and decisions.
Innovation	We enable innovation, implementing innovative approaches to the way we work to create value for our stakeholders.	Professionalism	Our professionalism empowers us to use our specialised knowledge and skills to deliver our work to the highest standards.

Respect

Integrity

Innovation

VALUES

Collaboration

Accountability

Professionalism



David Saunders, Assistant Director General Land Use Planning, with Bunbury staff Veronica Martin, Neil Fraser and Carmella Scantlebury.

Enabling principles

Thought leadership

We provide expert insight and leadership to deliver solutions for Western Australians.

Empowering

We challenge current thinking to achieve the best outcomes for our stakeholders and the community.

Facilitating

We help establish, build, and maintain relationships with our stakeholders by working across the Public Sector to achieve balanced outcomes.

Regional presence

We deliver coordinated services for customers and stakeholders, facilitating good outcomes for regional communities.

Workforce excellence

We are a safe and supportive workplace that attracts, develops and retains a dynamic and motivated workforce, encourages diversity and inclusion and is an environment that inspires and embraces innovation.

Strategic direction

Launched in April 2025, the Department's Strategic Plan 2025-2029 sets a strong vision for our agency against four ambitious goals over the coming years. It helps shape the Department's work program and focus our efforts on actions that will deliver positive solutions for a vibrant Western Australia and deliver on our purpose to plan and manage land and heritage for all Western Australians – now and into the future.

The four goals that guide our 2025-2029 Strategic Plan are:

Shaping Communities

We are the sector leader for planning and managing the use of land and places and we work across government to create and maintain thriving communities.

Meaningful Reconciliation

We use all levers available to the Department to achieve improved outcomes for Aboriginal people which supports meaningful reconciliation.

Sustainable and Responsible Management of Land

We will proactively manage cultural, built and natural assets held by the State to deliver economic, social and environmental benefit to the public.

Economic Diversification

We will proactively facilitate economic diversification to provide public value.

Agency Capability Review

The Department was one of the first eight State Government agencies to participate in the Public Sector Commission's Agency Capability Review program. The program takes a comprehensive, whole of sector approach to improvement, and establishes standards based on a clear understanding of what defines a high performing public sector agency in Western Australia.

The Department received its Agency Capability Review report in January 2023. The report highlighted several areas of strong performance, including a strong and supportive workplace culture and a track record of successful change management which can be built on to engage staff in future change.

The report found opportunities for the Department to further build capability by addressing key focus areas to meet its legislative mandate, current and emerging priorities and community expectations. It also found opportunities in the areas of leadership and coordination in improving planning and land use management, ensuring a future focused Workforce Strategy and providing transparent and efficient customer focused services.

While many of the opportunities identified by the review were matters the Department had identified internally, we are committed to learning from the review and have embraced the opportunity to develop our capability.

We have implemented a range of projects to address the findings of the review with the following completed during the 2024-25 financial year:

- development and launch of a new Strategic Plan and subsequent Business Planning Framework to support the alignment of work across the Department to ensure delivery of key strategic objectives
- development of the Department's Engagement Framework which will provide high level guidance for how the Department engages with stakeholders on behalf of its statutory bodies, councils and committees
- a program of work in long range planning for land use to support liveability and sustainability which has built the capability for the agency in its leadership across the sector
- a fraud and corruption risk assessment to support the Department's Integrity Framework.
- establishment of an Enterprise Program Management Office to provide improved project governance and a contemporary and coordinated approach to work programs.

The Department continues to progress strategies to ensure it can build on its strengths while identifying opportunities to improve capability to respond to a changing environment.

Outcome-based management framework

Through the desired outcomes and services listed below, the Department contributes to the State Government’s goal for Investing in WA’s future.

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

Key performance indicators (KPIs) are used to measure the Department’s achievement of its desired outcomes, and the efficiency of its services.

Changes to outcome-based management framework

There were no changes to the outcome structure or services in 2024-25. However, one KPI was modified to align with new statutory timeframes in the amended *Aboriginal Heritage Act 1972*. The table below outlines this change. For further details, refer to the Desired Outcome and Key Performance Indicators section of this report at pages 150 – 168.

Current (2024-25)	Previous (2023-24)
Key effectiveness indicator	
Percentage of statutory approvals delivered to the Minister within statutory timeframes.	Percentage of statutory approvals delivered to the Aboriginal Cultural Material Committee within set timeframes.

Additionally, the Department has completed a comprehensive review of its outcome structure and KPIs. As a result, a revised suite of KPIs will take effect from 1 July 2025.

Shared responsibilities with other agencies

The Department delivers statutory and strategic planning and asset management services for the WAPC, Aboriginal land management for AAPA, and cultural heritage and property services for the HCWA respectively.



Report on operations

Summary of actual results compared to budget targets

Financial targets	2024-25 target \$'000	2024-25 actual \$'000	Variation \$'000
Total cost of services (expense limit)	320,433	291,352	(29,081)
Net cost of services	306,004	269,405	(36,599)
Total equity	387,041	418,571	31,530
Net increase/(decrease) in cash held	(14,650)	32,144	46,794
Approved salary expense level	114,923	130,234	15,311
Agreed borrowing limit	NIL	NIL	-

Financial targets	2024-25 agreed limit ^(a) \$'000	2024-25 target/actual ^(b) \$'000	Variation \$'000
Working cash limit (at budget)	14,611	15,522	911
Working cash limit (at actuals)	15,522	13,051	(2,471)

^(a) The Target specified above are as per the 2024-25 Budget Statements
^(b) Further explanations are contained in Note 8.10 to the financial statements.

DPLH	Budget	2024-25 Estimated Actuals	Actual
Operating Activities - Payments	297,947	316,122	270,385
Financing Activities - Payments	513	550	1,387
GST Payments	(6,240)	(6,240)	(10,753)
Total	292,220	310,432	261,019
5% Working Cash Limit	14,611	15,522	13,051

Summary of key performance and effectiveness indicators

Key effectiveness indicators ^(a)	2024-25 target ^(b)	2024-25 actual	Variation ^(c)
Desired outcome: An effective planning system that supports the development of communities in Western Australia			
Percentage of applications determined within the statutory timeframe	85%	93.4%	8.4%
Percentage of finalised appeals (excluding Development Assessment Panels (DAPS)) that are not upheld on review by the State Administrative Tribunal	100%	100%	-
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)	85%	90%	5%
Percentage of DAP applications determined within the statutory timeframe	75%	61.6%	(13.4%)
Desired outcome: An effective system for the administration of Crown land and the Aboriginal Lands Trust estate			
Percentage of land tenure change and interest documents validly lodged with the Western Australian Land Information Authority (Landgate)	99%	98.5%	(0.5%)
Number of leases or divestments of Aboriginal Lands Trust estate land to direct Aboriginal control	5	4	(20%)
Desired outcome: An effective system for the conservation of cultural heritage places in Western Australia for the benefit of present and future generations			
Percentage of visitors to Fremantle Prison satisfied with the services provided by the Department	97%	96.9%	(0.1%)
Percentage of statutory approvals delivered to the Minister for Planning within statutory timeframes	95%	98.4%	3.4%
Percentage of development/planning referrals processed within set timeframes	95%	98.7%	3.7%
Percentage of nominations progressed to preliminary review within set timeframes	100%	85.7%	(14.3%)

Key efficiency indicators ^{(a) *}	2024-25 target ^(b)	2024-25 actual	Variation ^(c)
Service 1: Planning services			
Average cost of planning services	\$28,386	\$29,668	\$1,282
Service 2: Land administration services			
Average cost per square kilometre to administer Crown land and Aboriginal Lands Trust estate	\$34	\$24	(\$10)
Service 3: Historical heritage services			
Average cost of historical heritage services	\$4,937	\$6,100	\$1,163
Average cost per visitor to the Fremantle Prison	\$38	\$81	\$43
Service 4: Aboriginal heritage management			
Average cost of Aboriginal heritage management services	\$6,312	\$3,219	(\$3,093)

Notes

- ^(a) The tables above provide a summary of the Department’s key performance indicators for 2024-25. For more detailed information, including explanations for significant variances, refer to the Desired Outcome and Key Performance Indicators section of this report at pages 150 – 168.
- ^(b) The targets specified above are as per the 2024-25 Budget Statements.
- ^(c) Variations shown in brackets represent a decrease in the actual result compared to the target. Depending on the KPI, a decrease in the actual result does not necessarily mean that the target has not been achieved.
- * This table was incorrectly titled ‘Key effectiveness indicators’ in the Department’s 2023-24 Annual Report.



Significant issues impacting the Department

Data released by the Australian Bureau of Statistics in June 2025 indicated that Western Australia’s population grew by 2.4 per cent (more than 70,300 people) in 2024 – the fastest growth rate in the nation. This was primarily due to people migrating from overseas, attracted by our state’s strong economy.

Western Australia’s low unemployment levels highlighted a labour shortage, particularly across the construction sector. Housing supply, in a heated construction market, and cost of living pressures remained as critical challenges impacting housing affordability and availability in Western Australia and nationally.

In 2024-25, the Department continued to lead key reforms to modernise Western Australia’s planning system. This included reforms to support the delivery of housing, improve planning processes and promote better planning outcomes across the state.

With housing availability and affordability continuing to be a major focus for the State Government, the Department supported national initiatives, including the National Planning Reform Blueprint and Housing Accord to improve planning, zoning and land releases and contributed to broader policy development. Housing and land supply was also boosted through the Housing Diversity Pipeline and Infrastructure Development Fund, unlocking land for housing and addressing infrastructure constraints. Progress in METRONET precincts, including Ellenbrook and Thornlie-Cockburn, also helped shape vibrant and connected communities.

In addition, major health infrastructure projects were advanced, including the \$471.5 million Bunbury Regional Hospital redevelopment and planning for the new Women and Babies Hospital in Murdoch. The Department continued to collaborate across government to facilitate approvals, coordinate infrastructure upgrades, and ensure planning frameworks support timely and effective project outcomes.

Planning Reform

Advancing reforms to further modernise WA’s local planning system

The Department, along with the WAPC, 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 implemented in 2024-25 include outcomes from the review of the WAPC, a review of the role and function of design review processes within the planning framework and amendments to modernise the Metropolitan Region Scheme.

Implementation of planning reform priorities

The Department remains committed to a streamlined, modern planning system that can respond effectively to key issues and contribute to national planning objectives. This includes progressing legislative, regulatory and policy reforms across all levels of the system to deliver greater consistency, efficiency and transparency.

Since the release of the Government’s Action Plan for Planning Reform in 2019, the Department has implemented a number of significant reforms to support the delivery of housing, improve the operation of planning processes and promote better planning outcomes across Western Australia.

Delivering the National Planning Reform Blueprint and National Housing Accord

The Department plays an active role in delivering Western Australia’s response to national planning priorities, including the National Planning Reform Blueprint and the National Housing Accord. The Blueprint, endorsed by National Cabinet in 2023, outlines 10 measures to improve planning, zoning and land release systems. The Department leads biannual reporting on Western Australia’s progress against these measures, with a focus on facilitating medium and high-density housing near key transport infrastructure, streamlining assessment pathways and removing development barriers.

The Department works in collaboration with other State Government agencies to provide detailed data and analysis to support national reporting and is represented at the National Planning Officials and Heads of Planning meetings to inform and contribute to broader policy development. This includes working with the Australian Government to develop reporting metrics to be adopted later in 2025. The Department, on behalf of the WAPC, also provided input into the National Urban Policy.

Western Australia’s contemporary planning system positions the State strongly to meet national objectives to support housing supply, affordability and sustainable growth.

Boosting land and housing supply

Housing Diversity Pipeline

The Housing Diversity Pipeline (HDP) is a key initiative under the State Government’s \$5.8 billion investment in housing and homelessness. It aims to unlock underutilised Government land for residential development and fast-track the delivery of homes across both metropolitan and regional areas.

The Department continues to work with partner agencies to identify suitable State-owned land and progress further housing outcomes through the HDP program.

Infrastructure Development Fund

Established in March 2023, the \$80 million Infrastructure Development Fund is helping unlock the development of apartments in urban infill areas and worker and community housing in regional Western Australia.

The fund comprises three streams:

- Stream 1: Targeted Apartment Rebate
- Stream 2: Unlocking Infill Precincts
- Stream 3: Unlocking Regional Accommodation Opportunities.

In 2024-25, the fund approved:

- \$30.91 million to 40 apartment projects under Stream 1, helping industry to deliver 3,091 apartments
- \$2.37 million to three Stream 2 precincts to enable 166 new infill dwellings and a 40-bed youth accommodation facility
- \$5.70 million committed to six regional housing projects through Stream 3.

At the end of the 2024-25 reporting period, 39 apartment projects commenced construction or siteworks, consisting of 2,180 new apartments. Several Stream 3 projects remain under assessment following the closure of applications in September 2024.



Left-Right: Morgan Green and Andrew Owens (Icon Constructions), Hon John Carey MLA, Hon Patrick Gorman MP, Senator Dorinda Cox, Dean Mudford (DevelopmentWA)

METRONET precinct planning

The Department and the WAPC continued to progress planning for METRONET precincts across the metropolitan area.

Key 2024-25 milestones include:

- opening of the Ellenbrook Line (December 2024) with stations at Ellenbrook, Whiteman Park, Ballajura, Noranda and Morley. The new rail line is creating potential for development of adjacent land for new housing in Perth’s eastern suburbs and providing greater access for visitors to explore Whiteman Park
- opening of the Thornlie-Cockburn Line (June 2025) with stations at Nicholson Road and Ranford Road.

Precinct planning continued, including:

- Karnup: Metropolitan Region Scheme amendment and precinct structure plan
- Ballajura: Improvement Scheme preparation and environmental referrals
- Ellenbrook: Finalisation of Improvement Scheme
- Morley: Release of draft Precinct Structure Plan for public comment.

State-Commonwealth funding agreements were also finalised for new aquatic and recreation centres in Ellenbrook and High Wycombe.

Protecting and managing Aboriginal heritage

As one of the oldest living cultures in the world, Aboriginal people have a deep and lasting connection to their cultural heritage. New provisions in the *Aboriginal Heritage Act 1972* (AHA) have strengthened the role of Aboriginal people in how their heritage is managed, bolstered by a State Government funding program to build capacity of native title parties, fund Aboriginal heritage surveys and prioritise truth-telling across the history of our state.

Aboriginal Heritage Act 1972

The Department continued to engage with land use proponents and native title parties regarding AHA processes and the amendments to the AHA. We also provided support to the Aboriginal Cultural Heritage Committee (ACHC) in fulfilling its statutory responsibilities under the AHA, including the determination of Aboriginal sites and provision of timely recommendations on section 18 notices to the Minister for Aboriginal Affairs.

New provisions in the AHA give native title parties the same right as proponents to seek a review by the State Administrative Tribunal (SAT) of a Ministerial decision on a section 18 notice. There is also a new requirement for section 18 consent holders to advise the Minister for Aboriginal Affairs of new information about Aboriginal sites allowing the Minister to reconsider the consent.

In 2024-25, the Department focused on establishing processes for the management of new information submissions, advise proponents and native title parties and support the ACHC and Minister in their decision-making.

Native Title Party Capacity Building Program

Native title parties have been given statutory functions under the amended AHA. To support proponents in meeting these expectations and ensure an effective process, the Department has implemented a grants program to help build the capacity of native title parties. This includes relevant prescribed bodies corporate, registered claimants and native title representative bodies.

The program is designed to increase their capacity to:

- identify and protect Aboriginal cultural heritage
- respond to heritage engagement and consultation, and engage with proponents, in line with the Consultation Policy for section 18 applications
- develop expertise and skills in Aboriginal heritage protection and management
- support training and cultural heritage programs and educational opportunities, complementing the Certificate III course in on-Country heritage management developed in partnership with TAFE.

An initial 51 native title parties signed agreements providing \$180,000 annually over four years against identified success measures. In late 2024-25, the Department was able to call for applications from interested native title parties for an expanded program. Successful applicants will be announced at the conclusion of the assessment period.

The Department will continue to engage with all native title parties to support and improve capacity and ensure meaningful outcomes for Aboriginal people.

Aboriginal Heritage Survey Program

The Department launched a 10-year program to survey Aboriginal heritage sites in Western Australia. This initiative aims to better identify and protect sites, support land use planning and fund surveys in unsurveyed or high-priority areas. The surveys are conducted by heritage professionals in consultation with native title parties, Aboriginal people and landowners. The program requires collaboration with native title parties and will benefit from the capacity building grants program. Report findings will be publicly accessible.

Economic diversification

State-significant Indigenous land use agreements

An Indigenous Land Use Agreement (ILUA) is a voluntary agreement between native title parties and other people or bodies about the use and management of areas of land and/or waters within a native title area.

These ILUAs include the South West Native Title Settlement which comprises six ILUAs with the Noongar people covering the South West region, the Yamatji Nation ILUA covering Geraldton and surrounds, and the Tjiwarl Palyakuwa ILUA in the Central Desert region of Western Australia.

The Department works with the Traditional Owners to prioritise the transfer of identified land parcels under the ILUAs to the native title party for cultural use and economic development, to protect and manage Aboriginal heritage, and educate land users about heritage obligations under these agreements and the *Aboriginal Heritage Act 1972*.

Renewable Energy Planning Code

To support the State’s decarbonisation efforts, the Department is developing a Renewable Energy Planning Code in consultation with the WAPC to ensure the planning system facilitates responsible renewable energy development.

The initial focus will be on establishing clear, consistent planning standards for wind farms across Western Australia. The code will be designed with flexibility to expand and accommodate other technologies, such as large-scale solar energy projects and battery energy storage systems.

Strategic planning for regional growth

The Department plays a key role in cross-government initiatives that support the State Government’s vision for economic diversification, particularly through land use planning and infrastructure coordination.

We work with Department of Energy and Economic Diversification (DEED) to support the planning and delivery of Western Australia’s Strategic Industrial Areas, which are designed for strategic and heavy industries that generate significant investment, employment and production value. The Department ensures that planning frameworks for Strategic Industrial Areas enable industry development, particularly for emerging or new industries, by providing clarity to proponents and servicing agencies and reducing barriers to entry.

Through the cross-agency Industrial Lands Steering Committee, the Department also contributes strategic advice on land activation and infrastructure requirements for industrial areas across the state.

Strategic Industrial Areas enable investment in high-value sectors, including:

- renewable hydrogen and ammonia
- critical minerals and battery materials
- advanced manufacturing and green steel
- natural gas processing.

At a glance



Planning services

The Department provides a range of planning services, primarily to support the functions of the WAPC. These include:

- research and data analytics
- strategic planning and policy development, including a program of State-led structure plans
- development, review, maintenance and administration of planning schemes administered by the WAPC, including the three region planning schemes for areas of high growth, and a program of improvement plans and schemes for special precincts
- provision of advice and guidance to local governments and other agencies and individuals on land use planning matters, including local government delivery of State planning strategies and policies through local planning strategies and schemes
- assessment (and in many cases, determination under delegation) of planning applications and proposals
- execution of the WAPC’s property functions, including acquisition of land for strategic purposes such as regional open space, public transport, regional roads, conservation and regional infrastructure corridors and management of property assets held by the WAPC.

The Department also:

- provides support for Development Assessment Panels
- generates forecasting and modelling around land use and population for Western Australia.
- delivers key government planning initiatives, including:
 - implementation of the 2019 Action Plan for Planning Reform
 - Housing Diversity Pipeline
 - METRONET precinct planning
 - the Infrastructure Development Fund.

Planning reform implementation

August 2024 marked five years since the release of the State Government’s Action Plan for Planning Reform. Since that time, the Department supported the WAPC to lead the implementation of key reforms and initiatives to improve transparency, consistency and efficiency within the planning system.

Key planning reforms implemented during 2024-25:

- Establishment of a new WAPC structure and operating model
- Appointment of Western Australia’s first fixed-term, full-time Development Assessment Panel members
- Streamlined local government decision-making for single houses and simple residential projects
- Continued development of the WA Planning Manual, including a new chapter on district structure plans
- Expanded eligibility for the Significant Development Pathway for qualifying apartment developments to facilitate the delivery of social and affordable housing
- Modernisation of the Metropolitan Region Scheme (MRS).

In 2024-25, planning reform initiatives included:

- a clearer framework for the development of district structure plans in complex areas, including processes to enable environmental and infrastructure considerations to be identified and to inform high level planning
- publication of new guidance to increase consistency and efficiency of planning processes
- introduction of new options to support approval of community housing
- review and refinement of local design review practices
- progression of regulatory changes to support regular review of State and local planning instruments.

A modernised MRS

On 31 March 2025, the *Planning and Development Amendment (MRS) Act 2024* came into effect, completing the first major review of the MRS since its introduction more than 60 years ago. The updated MRS includes modernised scheme text and revised delegation instruments for State agencies, including the Department and local governments – supporting a more efficient development approval process. Modelled on the existing Peel Region Scheme and Greater Bunbury Region Scheme, the modernised MRS also introduces new initiatives including requirements for the preparation and approval of district structure plans and regional infrastructure Plan Areas and provides a framework for future reviews of the Peel Region and Greater Bunbury Region schemes.

State Referral Coordination Unit

The State Referral Coordination Unit leads the coordination of referral advice from State Government agencies for development applications, lodged under the new Part 11B Significant Development Pathway.

The Unit facilitates whole-of-government engagement on projects of State significance by convening a forum of 14 State Government agencies. It provides coordinated advice and a unified response to support the assessment and determination of significant development proposals under Part 11B of the *Planning and Development Act 2005*.

The Unit also extends these coordination services to other proposals that, while outside the scope of Part 11B, hold strategic social, economic or environmental value and benefit from cross-agency alignment.

The Unit does not determine planning applications but provides advice to proponents, the State Development Assessment Unit, the WAPC’s Statutory Planning Committee and other decision-making authorities (such as local governments) to assist with assessment, decision-making and implementation of State-significant projects.

Core functions of the Unit include:

- central coordination of referral advice for significant development applications lodged under Part 11B or other proposals identified as State significant
- centralised management of State agency and utility provider input
- strengthening governance and improving coordination across the Department.

Key outcomes in 2024-25 include:

- Coordinated referral advice on eight pre-lodgement proposals and 18 development applications under the Part 11B pathway – and attended over 40 pre-lodgement meetings with applicants
- Facilitated seven technical issue meetings between applicants and State agencies to support project progression
- Chaired five State Referral Group meetings to build consensus among 14 State agencies on complex development proposals
- Led inter-agency workshops to address recurring planning challenges such as bushfire risk, road access and renewable energy project requirements.

Planning and development projects

Bunbury Regional Hospital

During the 2024-25 financial year, the Department received a development application for the \$471.5 million redevelopment of Bunbury Regional Hospital. The proposal included a new clinical tower, and significant refurbishment works to expand emergency, maternity, operating and mental health facilities; and to establish Western Australia’s first regional health training, education and research centre.

The completed facility will be the largest regional hospital in Western Australia and one of the most advanced in regional Australia.

Throughout the year, the Department, including the State Referral Coordination Unit and Office of the Government Architect, worked with the project proponent and relevant State agencies to manage key planning issues.

In January, development approval was granted for forward works at the site – including earthworks, piling and office relocation, under the Greater Bunbury Region Scheme. The Department expects to present its recommendation to the WAPC for determination in the coming financial year.

Women and Babies Hospital

Western Australia’s new Women and Babies Hospital will be developed adjacent to Fiona Stanley Hospital in Murdoch. The concept includes two new multi-storey car parks with approximately 2,500 bays.

The 2011 Murdoch Activity Centre Access and Parking Policy sets parking caps to manage impacts on the local road network. Current analysis indicates that the proposed car parking can be accommodated within the policy framework subject to removal of existing surface parking.

In May 2025, a development application for the western multi-storey car park was lodged and was advertised for public comment in July. A determination is anticipated in the third quarter of 2025. It is expected that multiple development applications will be required to implement the overall proposal.

The development is located on land reserved for Public Purposes under the MRS, which requires WAPC approval. An application under Part 11B of the *Planning and Development Act 2005* was lodged in mid-May 2025 for the car park and an associated commercial tenancy.

The Department worked closely with the Department of Finance, the Department of Transport and Major Infrastructure and other government agencies to address planning issues, coordinate road network upgrades and facilitate the timely progression of required planning approvals.

Development Assessment Panels

There are two DAPs in the Perth metropolitan area and one regional DAP covering the northern, central and southern areas of Western Australia. The Department maintains a DAP Secretariat, including the DAP Executive Director, to manage the DAP system and its processes. These processes include publishing agendas and minutes, and maintaining a database of meetings and member participation. This ensures the provision of higher quality information that supports robust and accountable decision-making, and enhances transparency, effective communication, and community engagement. The DAP Executive Director also serves as the respondent in any appeals to the SAT. All DAP meetings are live-streamed and open to the public. In 2024-25, 263 DAP applications were received, including 204 new Form 1 applications, 47 Form 2 (minor amendment or cancellation) applications and 12 State Administrative Tribunal appeals.

Breakdown by DAP Area

No. applications received by DAP	Form 1	Form 2	SAT	Total
Metro Inner DAP	72	29	8	109
Metro Outer DAP	95	15	2	112
Regional DAP	37	3	2	42

Cost of development by DAP area for new (Form 1) applications received

New application cost of development	Total
Metro Inner DAP	\$3,656,390,538
Metro Outer DAP	\$1,664,371,343
Regional DAP	\$3,772,090,047



Transforming Bunbury Waterfront

In April 2024, the Joint Development Assessment Panel (JDAP) approved a development application for Stage 3, Phase 1 of the Transforming Bunbury Waterfront project. The proposal includes construction of a 460-metre northern breakwater, seabed dredging and a universally accessible fishing platform at the outer Casuarina Boat Harbour. The Department assessed the application under the Greater Bunbury Region Scheme and provided a recommendation to the JDAP.

Stage 3, Phase 1 forms part of the broader Transforming Bunbury Waterfront project, first announced in 2015. The project comprises three stages of works from Koombana Bay to Casuarina Boat Harbour aimed at revitalising the waterfront and improving public access.

Construction of the breakwater commenced in October 2024 and is scheduled for completion in late 2025. The \$69.2 million stage, which includes supporting landside works and delivery of the fishing platform, is expected to be completed in March 2027.

Throughout the project, the Department has worked collaboratively with State proponents to guide planning and support implementation with the JDAP as the final decision maker. Anticipated benefits include enhanced public amenity and facilities, expansion of Bunbury’s tourism and maritime sectors, and the creation of jobs both during construction and beyond.

Market-led Proposals

Launched in 2019, the Market-led Proposals (MLP) Policy provides a consistent and transparent process for the private sector to submit unsolicited proposals to the State Government.

The Policy has since attracted 90 unsolicited proposals, with five proceeding to contract execution. In addition, the State Government released eight Problem and Opportunity Statements of which two proceeded to contract execution.

Following extensive stakeholder consultation, the Policy was updated in December 2024 to bring forward decisions on direct engagement with a single proponent. It also now provides for greater and more flexible interaction with stakeholders, delivering greater community value for money.

Interest in the Policy remains strong, with ongoing enquiries from a range of industries across the private sector including property, health, community services, and infrastructure. This financial year resulted in 28 new enquiries, with three proposals formally submitted. As of 30 June 2025, two proposals are in Stage 1, seven in Stage 2 and one in Stage 3.

The Department’s MLP Secretariat assesses proposals and prepares recommendations for consideration by Government. The Market-led Proposals Steering Committee guides policy implementation and is chaired by the Department’s Director General.

Land administration and asset management

The Department is responsible for administering and managing Western Australia’s Crown land estate, which comprises approximately 92 per cent of the State’s land mass, including all non-freehold land, coastal waters and inland waterways.

Land administration services are delivered primarily under the *Land Administration Act 1997* and the *Aboriginal Affairs Planning Authority Act 1972* for lands held by the Aboriginal Lands Trust (ALT).

These services support the State Government’s goal of investing in WA’s future by:

- enabling the optimal and highest value use of Crown land
- providing secure tenure for major infrastructure and investment projects
- managing native title obligations in land dealings
- administering the State Government’s Land Asset Sales Program to unlock under-utilised land for higher-value purposes.

Responsible and sustainable land management

Enabling the renewable energy transition

To support Western Australia’s transition to a low-carbon future, the Department collaborated with the DEED to provide a clear tenure pathway for large-scale renewable hydrogen projects under the *Land Administration Act 1997* (LAA).

Using the provisions of the LAA, the pathway for land tenure for these renewable projects includes non-exclusive leases up to five years for feasibility studies, an exclusive option to lease or long-term tenure through a diversification lease, general lease or a combination of both.

The Department is progressing tenure negotiations with multiple proponents across the Mid West, Pilbara and Goldfields-Esperance regions.

Pilbara energy transition - land tenure support

The Department established a dedicated Pilbara Energy Transition team to support Energy Policy WA in implementing the Pilbara Energy Transition Plan, which aims to decarbonise the Pilbara region to help achieve the State’s goal of net zero emissions by 2050 and modernise the North-West Interconnected System.

Throughout 2024-25, the Department has provided:

- tenure advice for renewable energy and transmission infrastructure
- support for ILUA negotiations
- land assembly for proposed common-user transmission corridors.

The Department is also working closely with the three successful proponents selected to construct and operate infrastructure in these corridors, and to provide advice on Aboriginal heritage management and approval requirements in these areas.

Coordinated infrastructure planning and delivery

Ensuring that land supply is matched with essential infrastructure remains a priority for our Department.

Working closely with service providers such as the Water Corporation and Western Power and State Government partners including Treasury’s Housing Supply Unit, Main Roads WA and DevelopmentWA, the Department is working to build better alignment between land use planning and infrastructure delivery.

A cross-government governance framework, led by the Infrastructure and Residential Lands Oversight Group and supported by the Priority Corridor Working Group, is identifying priority infrastructure projects that can unlock land and support housing delivery.

These efforts are backed by the State Government’s \$400 million Housing Enabling Infrastructure Fund, managed through Treasury’s Housing Supply Unit.

Crown land

The Department manages risks associated with unallocated Crown land and unmanaged reserves, covering approximately 37 per cent of the state.

Risk mitigation activities include:

- bushfire prevention
- weed and feral animal control
- management of abandoned mine sites and contaminated land
- addressing hazards such as unexploded ordnance and illegal recreational use, including squatter shacks and trail biking.

These activities are undertaken in collaboration with local governments and other agencies, supported by long-standing cross-government agreements.

The Government also plays a critical role in balancing competing land interests, including Aboriginal cultural use, environmental protection, heritage conservation, mining, pastoralism and renewable energy. Decisions are guided by intergenerational equity, sustainable development, optimal and multiple use and public benefit.

Supporting emerging land and uses

The rise of renewable energy, carbon farming and environmental stewardship has driven demand for tenure solutions that allow multiple uses across large areas. In 2023, the LAA was amended to introduce diversification leases, which are a flexible, non-exclusive form of leasehold tenure.

Diversification leases enable broadscale uses such as renewable energy, conservation and pastoralism to coexist without compromising access for the resource sector and native title parties. To support implementation, the Department:

- established an internal taskforce
- released the Guiding the Use of Diversification Leases on Crown land policy framework
- updated relevant Pastoral Lands Board policies
- delivered training and guidance materials.

The Department is actively assessing seven formal diversification lease proposals and responding to several general enquiries.

Strategic land divestment

The Department’s land divestment function facilitates the disposal of surplus Crown land to support Government priorities, including delivering social and affordable housing, enabling aged care and community infrastructure, and unlocking value from underutilised public assets.

Key functions include:

- identifying and assessing surplus Crown land
- deconstraining land to enable sale
- repurposing or preparing land for alternate use
- facilitating competitive disposals.

A \$6.3 million annual Divestment Fund supports these functions, funding pre-sale work to generate value uplift and maximise returns to the Consolidated Account.

In 2024-25, \$16.2 million was generated in State land sales of surplus Crown land to help deliver economic, environmental and social benefits for Western Australia, exceeding the Department’s target by \$1.2 million.



Sale of Terminus Hotel, Fremantle

In December 2024, the Department sold the State Heritage Registered Terminus Hotel in Fremantle for \$4.5 million. Vacant since 2018, and previously owned by the State Housing Commission, the property was included in the Land Divestment program after being declared surplus.

Following a two-year campaign and registration of interest process, a preferred proponent was selected to revitalise the building. The site will be adapted by the developer for a new use while retaining and restoring its significant heritage character.

Carbon farming

More than 100 carbon farming projects, mainly led by Aboriginal organisations, have been registered on Crown land under the Australian Carbon Credit Unit Scheme. These projects deliver environmental, social and economic benefits aligned with the State Government’s climate policy.

In 2024-25, the Department:

- processed applications for Eligible Interest Holder Consent for registered projects, providing recommendations for Ministerial consideration
- led a whole-of-government initiative to develop policies that expand the range of approved carbon farming methods on Crown land
- adapted the Savanna Fire Management method for broader use, with the updated method available from October 2024.

Climate change

In 2023, the State Government introduced the Climate Bill to Parliament to create a framework for its enduring response to climate change and ensure the State contributes to national and global mitigation efforts. The legislation is designed to enhance accountability, provide certainty for businesses and attract the investment required for the transition to net zero greenhouse gas emissions by 2050.

In November 2024, the Pastoral Lands Board introduced a Climate Change Statement as confirmation of its commitment to work with lessees, industry, and government to reduce greenhouse gas emissions from pastoral activities and to plan for the future effects of climate change.

UNHaRMED

Further support for the State Government’s climate change response was initiated early in 2025 when the Department launched the WA Unified Natural Hazard Risk Mitigation Exploratory Decision (UNHaRMED) tool – an inter-agency project in partnership with the University of Adelaide.

This innovative project aims to build on a prototype decision support system to help Western Australia make smarter, data-informed land use decisions to reduce the future risk from natural hazards such as bushfires, floods and coastal inundation.

The UNHaRMED framework integrates spatial modelling and scenario-based analysis to help planners, policy makers and technical specialists assess and manage future land risks to prevent loss, reduce long-term economic impacts and build safer communities.

In June 2025, scenario scoping workshops were held with key agencies and local governments in the Bunbury Geopraphe and South Metropolitan Peel areas.

The scenarios developed from these workshops will be incorporated into the modelling to help with future risk assessments and risk reduction planning to support resilient, adaptive and liveable communities across Western Australia.



Pastoral lease modernisation – standard conditions review

On 30 April 2025, the Department concluded a 12-month consultation process on proposed new standard conditions for pastoral leases. These conditions will apply to new grants and extensions, with the 489 existing leases continuing under current terms until expiry between 2033 and 2065.

The revised conditions were informed by recommendations from the Legislative Council Standing Committee on Public Administration and aim to provide confidence to lessees, lenders and insurers.

Aboriginal Lands Trust

On behalf of the AAPA, the Department is responsible for the management and strategic development of the ALT estate, including:

- processing land access approvals
- supporting land operation and maintenance
- implementing the ALT’s Statement of Strategic Intent 2024-26
- facilitating land transfers to Aboriginal people.

The Department also oversees risk management of infrastructure on the ALT estate, where aging assets continue to present a barrier to land divestment and community-led outcomes.

Wilinggin Indigenous Land Use Agreement

In 2024-25, the Department finalised the Wilinggin ILUA, enabling the return of 1.4 million hectares to the Wilinggin Aboriginal Corporation. The agreement includes:

- 43,000 hectares of ALT land
- 667,000 hectares of pastoral leases
- 693,000 hectares of unallocated Crown land.

The land will be reserved under the LAA for the social, cultural and/or economic benefit of the Ngarinyin People, with a management order issued to the Wilinggin Aboriginal Corporation. This historic transfer supports land management activities already underway through native title rights and registered carbon offset projects under the *Carbon Credits (Carbon Farming Initiative) Act 2011*.

The agreement also includes future act consents and non-extinguishment clauses under the *Native Title Act 1993* (Cth), fully satisfying compensation entitlements.



Chris James and Maddy Gibson at Manning Gorge (Wilinggin Country)

Protecting Aboriginal heritage

The Department works with native title parties and Aboriginal people to protect and manage places of cultural heritage significance. It provides advice to the community, industry and landowners about Aboriginal heritage management and maintains the Register of Places and Objects.

The Department processes statutory and regulatory applications for consideration by the Minister for Aboriginal Affairs, Aboriginal Cultural Heritage Committee or the Registrar of Aboriginal Sites and implements various initiatives, including administering heritage components of ILUAs, site preservation projects and the repatriation of human remains and cultural objects.

Additionally, it focuses on community engagement, training and grants administration for the protection and management of Aboriginal heritage, while enhancing public awareness of Western Australia’s cultural heritage.

Building capacity for native title parties

The Department is implementing a new grants program to identify organisational gaps, boost capacity and unlock opportunities for growth for the State’s native title parties who have obligations under the AHA. Over 50 agreements have been executed through the Native Title Party Capacity Building Program, with each organisation identifying success measures that will strengthen their ability to engage and consult with proponents on Aboriginal heritage matters.

Of the 51 successful recipients, 25 have used the funds to employ new staff to help manage heritage matters and respond to demand from proponents. An additional eight new positions are under active recruitment by native title parties, 25 recipients have progressed the establishment of cultural heritage management systems and seven recipients have undertaken training activities for staff or Board members.

Aboriginal Heritage Survey Program

As at 30 June 2025, the Aboriginal Heritage Survey Program has attracted more than 25 applications, with three contracts being awarded. The Department has also established a panel of 12 experienced contractors ready to mobilise.

Over the next 10-years, this program will identify Aboriginal heritage sites, map more accurate site boundaries and confirm areas where Aboriginal heritage is present. The program aims to improve identification, protection and management of Aboriginal heritage and sites.

Sites of Truth Telling

The Sites of Truth Telling program is a meaningful initiative that engages broadly with the Aboriginal community and other stakeholders to inform the Department’s approach to supporting places of cultural and social significance which have been impacted by colonisation.

The program focuses on identifying, preserving and interpreting places of historical significance to Aboriginal people. In 2024-25, the Sites of Truth Telling database has been refined and developed to include 250 significant sites across Western Australia. The team has continued engaging with Aboriginal organisations and communities, and undertaken research into Aboriginal history. The program has received unanimous support from stakeholders.

The Sites of Truth Telling program demonstrates our commitment to healing relationships with Aboriginal people, restoring a voice to their past and promoting truth telling.

New by-laws for Kiwirrkurra community

The Department, supported by the Minister for Aboriginal Affairs, helped the Kiwirrkurra Council and Tjamu Tjamu Aboriginal Corporation (Tjamu Tjamu) to develop proposed by-laws which will help empower the community to manage and regulate activities on their land.

Kiwirrkurra is a small Aboriginal community of about 180 people, located in the Gibson Desert. It is governed by the Kiwirrkurra Council and sits within the Kiwirrkurra native title area, where the Tjamu Tjamu holds exclusive native title rights. Most residents are Kiwirrkurra native title holders.

Under the *Aboriginal Communities Act 1979*, incorporated Aboriginal communities can create local by-laws to regulate access to, and activities on, their land.

The development of by-laws will be a future act under the *Native Title Act 1993* (Cth), therefore Tjamu Tjamu and the State Government have entered into an ILUA to ensure there are no impacts on any native title rights and interests. The ILUA was registered on 6 May 2025.

The Department has provided instructions to the Parliamentary Counsel’s Office to draft the by-laws. Once drafted, it will work with Tjamu Tjamu and Kiwirrkurra Council to seek the endorsement of the by-laws from the community.

These will be the first by-laws proclaimed for an Aboriginal community since 2006 and will give the community more control over access to their land, managing traffic, preventing damage to property, regulating conduct and maintaining order within the community.

Repatriations

Ancestral remains hold deep significance for Aboriginal people, who feel strongly about the removal of remains from burial sites. Aboriginal remains may be uncovered by natural forces or during development and it is essential that they are managed properly and in accordance with cultural protocols. The Department works closely with relevant Traditional Owners to manage the respectful repatriation of Aboriginal human remains, cultural objects and artefacts. This process is an important step in healing and reconciliation, honouring the deep connection between Aboriginal people and their ancestors.

Repatriation of Mirning ancestors: a milestone event

In March 2025, the remains of eight Mirning ancestors were returned to Country and buried at Mullamullang Cave. This significant cultural event marked more than 30 years of planning for the Mirning community, Elders and knowledge holders.

The Department together with the Mirning community and WA Mirning People Aboriginal Corporation embarked on a week-long journey to ensure the respectful repatriation of the ancestors. This effort was also supported through the Department’s Preserve, Promote and Protect our Aboriginal Sites grants program. At the community’s request, a monumental boulder was installed to mark the site, and a commemorative barbecue was attended by more than 50 people.

This event not only honoured the cultural heritage of the Mirning people but also highlighted the importance of community involvement and respect for ancestral traditions.

Preserve, Promote and Protect our Aboriginal Sites

The Preserve, Promote and Protect our Aboriginal Sites grant program aims to support Aboriginal people in managing their unique Aboriginal cultural heritage sites across Western Australia.

Administered by the Department, the program fosters long-term heritage benefits, enhances public awareness of Aboriginal heritage and creates interpretation and employment opportunities for Aboriginal people and organisations, particularly in regional WA.

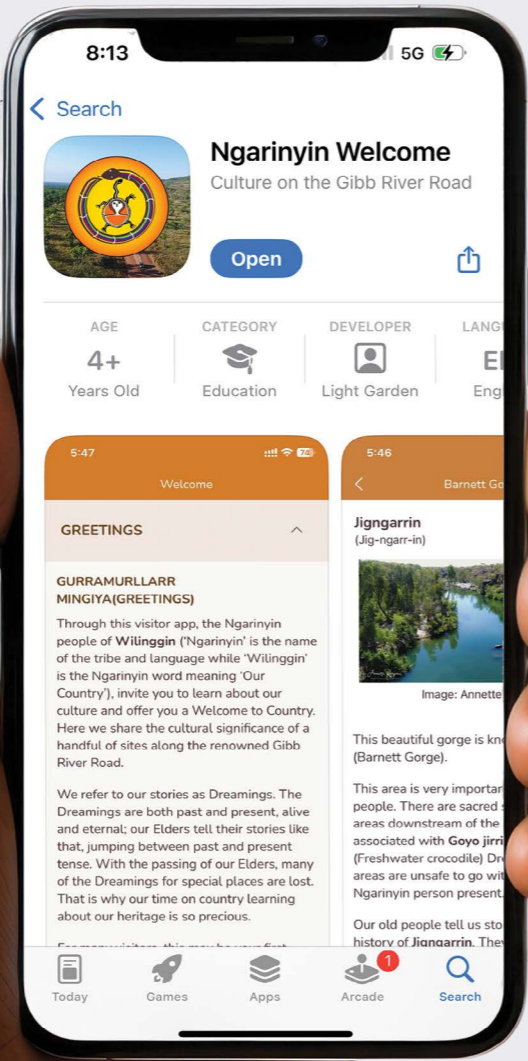
In 2024-25, the grants pool increased to \$1 million to assist Aboriginal organisations to undertake projects such as the remediation of burial sites, the installation of interpretive and truth-telling signage, fencing, management and the digital promotion of cultural information.

Successful recipients included the Bibbul Ngarma Aboriginal Association, which was awarded \$50,000 to undertake site cleanup and install signage and wooden logs to prevent unauthorised vehicle access at Mandoon Biyla (Helena River) in Guildford.

Ngarinyin Welcome App

The Wilinggin Aboriginal Corporation received \$33,000 to develop a digital application for use by visitors to Wilinggin Country. The Ngarinyin Welcome App is now live and available to educate travellers visiting the region. Senior Elders were recorded offering a Welcome to Country in Ngarinyin language and providing the Ngarinyin word for each place the rangers travelled along the length of the Gibb River Road. The App includes beautiful photographs of the sites and signage.

The App was designed to educate the public about the cultural site protocols when visiting Wilinggin Country, the sacredness of Country to Ngarinyin people and how to show respect to Country and people. The App introduces the Wilinggin Rangers to visitors, increasing engagement and enriching the Wilinggin experience for both rangers and visitors.



Yamatji Sea Rangers Andrew Ronan and Andrew Yarran at the Irwin River clean up.

Proud collaboration on Yamatji Country

Great work is underway along the Irwin River with Yamatji Rangers, staff and cultural representatives partnering with both our Department and the Department of Water and Environmental Regulation on an important site restoration initiative.

This significant project is among the first undertaken since the allocation of the Yamatji Land Estate under the Yamatji Nation ILUA, made possible through the Department's Preserve, Promote and Protect our Aboriginal Sites grant.

We also acknowledge the Shire of Irwin for their in-kind support towards clean-up efforts.

Historic heritage

The Department has delegated responsibility for carrying out the day-to-day operations of the HCWA including:

- advising State and local governments on heritage-related matters and helping manage local heritage places
- facilitating the identification and assessment of places of cultural heritage significance
- promoting best practice conservation and enhancing the community’s understanding and appreciation of heritage places.

The Department manages historical heritage conservation on behalf of the Minister for Heritage and HCWA. This includes the assessment and registration of heritage places, advice on planning and development referrals, heritage agreements, conservation and protection orders, as well as administration of heritage grants and awards.

The Department also provides advice and guidance to State agencies to support the conservation, management, activation and responsible disposal of State heritage assets. In addition, it provides guidance to local government to support the identification, protection and management of local heritage places and heritage areas.

State heritage review

The Department supported the HCWA in conducting a review of the State Register of Heritage Places and other heritage places of interest. The review identified several under-represented themes which are important to telling the story of Western Australia’s history. The HCWA has chosen to focus on the following themes:

- Aboriginal people and places
- Women
- Non-British migrants
- Working people.

The Department also compiled a list of heritage places for priority assessment, including those which acknowledge significant historical events such as the upcoming bicentenary of British settlement in Albany (2026) and the 200th anniversary of the Swan River Colony (2029).

Over the coming years, the Department and HCWA will focus on these places and groups that have traditionally been under-represented in the State Register.

Activation of heritage places

The Department assists HCWA in providing advice to decision-making authorities on development or other proposals that may affect places included in the State Register of Heritage Places.

If a development involves a change to a registered place, the responsible decision-maker refers the development proposal to HCWA for advice. The Department, on behalf of the HCWA, manages development referrals within strategic, legislative and policy frameworks to ensure respect for the cultural heritage significance of the place.

East Perth Power Station

In late 2024, the Department worked with the Perth International Arts Festival and DevelopmentWA to help reactivate the State Heritage Registered East Perth Power Station into a vibrant arts and music hub.

The Power Station, which closed in 1981, was transformed into a vibrant performance hub for the annual arts festival in early 2025, featuring two outdoor stages for live performances, food trucks and picnic spaces.

At night, the walls of the Power Station became a canvas for an ambitious art commission, as part of a new celebration of First Nations artists, Boorloo Contemporary.

On behalf of the HCWA, the Department ensured all festival infrastructure was freestanding and removable to protect the site’s historical values.



Graham Flats, West Perth

In 2023, the State Government invested \$27.8 million to deliver remedial refurbishment works to the State Heritage Registered Graham Flats in West Perth and other housing complexes. Constructed in 1958 in the post-war International Style by the State Housing Commission, Graham Flats provides accommodation for elderly pensioners. While it has continued to serve this purpose, the building had deteriorated.

Since 2024, the Department has proactively worked with the Department of Communities (now Housing and Works) to ensure refurbishment, adaptation and conservation works deliver positive heritage outcomes. This includes ensuring that the upgrades are in line with current standards while preserving the original design intent and significant fabric of the building.



Stakeholder engagement

Local governments play a key role in protecting and identifying cultural heritage and are required to follow legislation including the *Heritage Act 2018*, *Planning and Development Act 2005* and the *Aboriginal Heritage Act 1972*.

To support informed decision-making, the Department offers local governments an opportunity to participate in information sessions, which are also regularly attended by HCWA representatives to provide insights into current priorities and policies.

In June 2025, the Department participated in a regional tour across the South West to engage with local governments. An open workshop session in Busselton brought together representatives from the City of Busselton, City of Bunbury, Shire of Waroona and Shire of Nannup. The first session targeted planners and addressed heritage listings, works to heritage places and planning controls such as local planning policies to protect heritage places. The second session, designed for facilities and asset management staff, focused on the maintenance of heritage buildings.

The Department also held one-on-one sessions with the Shire of Denmark and the Shire of Donnybrook Balingup to discuss their local heritage survey projects. In addition, a workshop with Shire of Manjimup’s planning staff and elected members presented information on heritage listings and works as well as local planning policies to protect heritage places.



Workshop with staff and Elected Members from the Shire of Manjimup

Heritage Grants

The Department assists the HCWA in administering the Heritage Grants Program. In 2024-25 the program awarded \$1.22 million in conservation funding to 39 projects, delivering more than \$3.47 million in conservation works and projects across Western Australia.

State Register

The Department assists the HCWA in assessing and progressing places for entry into the State Register of Heritage Places. In 2024-25 three places were added to the State Register and two State Registered places underwent significant amendment.

Details of grant recipients, completed grant projects and new and amended heritage registrations can be found in the 2024-25 HCWA Annual Report.

Department-managed attractions

The Department manages and conserves two of Western Australia’s major tourism destinations – Fremantle Prison and Whiteman Park.

Fremantle Prison

Fremantle Prison is an iconic part of Western Australia’s cultural heritage and is part a serial listing on the UNESCO World Heritage List. Managed by the Department on behalf of the Minister for Heritage, the Prison operates as a dynamic heritage precinct, carefully balancing its cultural significance with activities that contribute to its financial sustainability.

The Department’s vision is to preserve the heritage values of the Fremantle Prison precinct through conservation and community engagement by making it one of Western Australia’s premier destinations for tourism, cultural and educational activities.

Experience the history of the Prison

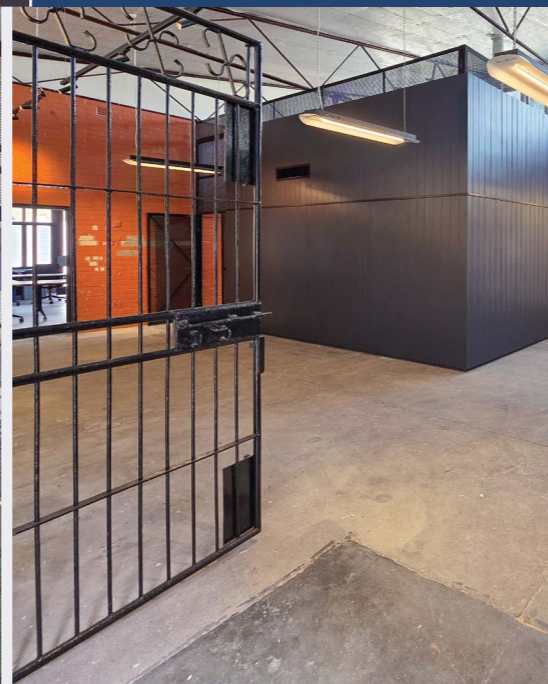
Fremantle Prison was built in the 1850s as a convict barracks, serving as Western Australia’s major place of incarceration for almost 140 years. The Prison housed various inmates including imperial convicts, colonial prisoners, and wartime detainees. Constructed using convict labour between 1852 and 1859, nearly 10,000 convicts passed through its walls until convict transportation ended in 1868.

It became the main detention centre for all groups after the closure of Perth Gaol in 1886, and in particular during the population surge of the 1890s gold rush. Persistent unrest led to a royal commission recommending closure of the Prison. It was officially decommissioned as a maximum-security facility in 1991. In 1992, the site was opened to the public and is now preserved as one of the world’s largest surviving convict prisons.

In 2010, the Prison became the first and only building in Western Australia to be included on the UNESCO World Heritage list as one of 11 Australian Convict Sites. It is also recognised on the National Heritage List and the State Register of Heritage Places.

Today, Fremantle Prison is an award-winning tourist attraction with more than 20,000 objects on display related to the site’s history and the experiences of those who lived, worked or were incarcerated there, and a program of enticing events and tours attracting locals and visitors to explore the grounds.





Special Handling Unit refurbishment – Fremantle Prison

The Special Handling Unit at Fremantle Prison was originally a convict-built outdoor exercise yard. The space has undergone numerous transformations: serving as the Hospital Yard in the early 1900s, later housing the Mat Shop, and eventually being enclosed for storage and shelter. In 1969, the eastern end was converted into offices for Assessment Centre staff.

In 1988, the area was designated the Special Handling Unit, used to isolate riot ringleaders during the day. These prisoners worked in the space, producing gowns and shoe covers for use in Fremantle Prison and regional hospitals. Since then, it has served as a meeting room, function venue, and exhibition space.

In 2024-25, the Unit underwent a comprehensive refurbishment. The refurbishment upgraded the area and adjacent gallery to enhance its use as a conference facility, featuring improved accessibility and modern amenities. Works included fire and life safety upgrades, asbestos removal, ramp access, a universal accessible toilet, repairs to existing toilets, stone wall conservation, window restoration, air-conditioning and minor landscaping.

Fremantle Prison visitors

Fremantle Prison is an Australian Tourism Award winner which attracts thousands of visitors each year, supporting local businesses and the broader Western Australian tourism industry.

It offers diverse experiences such as interpretive tours, exhibitions, retail options, a café and venues for private functions and major events, showcasing its rich history.

In 2024-25, 210,672 visitors enjoyed the Fremantle Prison experience, helping generate revenue for essential maintenance and conservation of the site.

Master Plan 2019-2029

The Fremantle Prison Master Plan addresses long-standing conservation issues to help ensure the Prison can fully realise its potential as a significant Western Australian heritage asset and visitor attraction.

The Master Plan recognises the potential of the Fremantle Prison to contribute to Western Australia's tourism, cultural, arts, heritage and education industries. It promotes sound conservation management, immersive and innovative interpretation, and opportunities for activation and partnerships.

Key conservation works undertaken in 2024-25 included:

- structural remediation and maintenance upgrades to the New Division shelter
- installation of emergency back-up power supply for the site in the event of mains power failure
- replacement of asbestos ceiling and wall linings and accessibility upgrades to the Special Handling Unit.

Fremantle Prison Capital Works Program

The Fremantle Prison Capital Works Program encompasses vital conservation and maintenance projects aligned with the Master Plan 2019-2029. These initiatives are designed to conserve and interpret the heritage values of the site while ensuring they function as part of a publicly accessible World Heritage-listed asset.

Essential safety and conservation works undertaken in 2024-25, included:

- the completion of conservation and accessibility upgrades to the Special Handling Unit conference room
- advancements in the Fire and Life Safety services in Main Cell Block and East Workshops
- installation of an emergency generator along with upgrades to all associated switchboards.

Whiteman Park

Whiteman Park is one of the world’s largest metropolitan parks, welcoming an estimated 1.3 million visitors each year. It is a vibrant recreation and conservation reserve spread across more than 3,700 hectares in Perth’s northern suburbs.

Whiteman Park is one of the most popular tourist destinations in the Swan Valley offering a diverse range of transport heritage museums, conservation programs, numerous picnic areas with barbecues and shelters, and a wading pool within an eco-tourism environment – all managed by a combination of not-for-profit volunteer organisations, commercial operators and Whiteman Park staff.

Funded by the WAPC and managed by the Department, the Park safeguards the ongoing bushland conservation areas including protection of the Gnangara Water Mound.

Visitors to Whiteman Park can enjoy many attractions, including wildlife encounters, vintage trams and trains, transport heritage themed museums, recreation and picnic areas, playgrounds and other public facilities. With ongoing improvements, maintenance, fire safety initiatives, revegetation and invasive species management, Whiteman Park continues to flourish as a much loved community haven.

Whiteman Park volunteers

Whiteman Park operates with the support of more than 500 volunteers who generously contribute their time to various community, sporting, special interest and not-for-profit organisations operating within Whiteman Park. This includes a team of 40 volunteers who deliver tours, education programs and special events. Volunteers are actively engaged in environmental rehabilitation and feeding the nocturnal animals at Woodland Reserve.

Additionally, a dedicated team of information officers undertake customer service roles at the Revolutions Transport Museum and the Visitor Information Centre, which is open 364 days a year.

In 2024-25, Whiteman Park undertook a recruitment drive seeking volunteer bus, train and tram drivers (on behalf of the not-for-profit organisations). During the campaign, more than 300 volunteer information packs were downloaded from the website, with 30 volunteers recruited for lease-managed attractions, including:

- Bus Preservation Society
- Motor Museum
- Tractor Museum
- Bennett Brook Railway
- Perth Electric Tramway Society.



Whiteman Park volunteers-celebrating Volunteers Day.

Showcasing Whiteman Park

Whiteman Park was showcased at several off-site events, which highlights its cultural heritage, conservation efforts, volunteering opportunities and tourism attractions. Events included:

- Australian Association for Environmental Education’s Catchments, Corridors and Coasts
- WA Gould League’s 2024 Wildlife Show
- Have a Go Day
- METRONET’s Hello Ellenbrook! Opening
- Government House Open Days.

Whiteman Park also hosted a range of public events throughout the year, such as:

- National Tree Day
- Enthusiasts Car Club
- MiLi’s Market
- Tarmac West
- Doggies Day Out
- Bikers Charity Run
- EnviroFEST
- Eid al-Adha Festival
- Wings Over Whiteman – WA Model Aircraft Sports Centre
- Cyclocross – Guildford Meadows.

Tours and education programs

In 2024-25, the Park delivered 35 Nocturnal Woylie Walks and Kids Woylie Walks tours. In addition, the Park’s Down Memory Lane tours remained popular, particularly among senior groups.

Whiteman Park also specialises in education programs suitable for pre-primary, and Years 1-3 students. More than 1,500 students attended various education programs, the most popular programs including Bill & Beryl’s Big Day Out On the Move, and Conservation Calculators.

Capital Works Program

In 2024-25, the following projects commenced or were progressed:

- Construction of an 80-metre wheelchair accessible boardwalk at Horse Swamp
- Mussel Pool infrastructure restoration program
- Woodland Interpretative Centre luminescent mural painting depicting flora and fauna commonly found at Whiteman Park
- Additional 460 metres of dual use bike and foot path throughout the park
- Upgrade of emergency and operational two-way whole of park communications system
- Upgrades to fire breaks and access tracks throughout the park.

New METRONET Station at Whiteman Park

In December 2024, the State Government opened METRONET’s Morley-Ellenbrook train line, which included a state-of-the-art station located at the entrance to Whiteman Park.

Concurrent works were completed during the year to connect the new Whiteman Park Train Station with the main areas of the Park. This involved reconstruction of a long-disused section of the Park’s tram line.

The project rebuilt 1.9 kilometres of tram line, which included 530 metres of new alignment, three turnouts, and the construction of a new tram stop to service the train station. The reconstructed tram line incorporated repurposed rail and concrete sleepers salvaged from upgrade works at Bayswater and Midland.



Whiteman Park shuttle bus at the station.

Employee development

Graduate Program

In October 2024, the Department’s Graduate Program was recognised by the Australian Association of Graduate Employers with the Will Spensley Memorial Award for Innovation in the Graduate Market (intake under 50).

The Department also secured a place on the Association’s Top Graduate Employers List (small intake) for 2024 based on anonymous surveys in which graduates rated their employer across more than 30 criteria:

- Orientation or induction program
- Training and development
- Quality of work
- Career progression

- Support and guidance from supervisors and managers
- Access to mentoring and networking
- Compensation and benefits
- Work/life balance
- Opportunity for community involvement
- Company culture.

In February 2025, another seven graduates commenced employment with the Department, bringing a range of qualifications across the fields of geography, environmental management, archaeology, architecture, finance, planning and agriculture.



2025 graduates from left: Simon Judge, James Mandzufas, Sacha Ince, Yanesca Simenson, Islay Nicol, Isabella Halicki and Joe Huang.



Matt Darcey swapped the boardroom for a bucket, raising funds for the volunteer bushfire brigade he proudly serves.

Public Sector Vacation Program and Cadetship

In July 2024, the Department became one of six participating agencies in the pilot Public Sector Vacation Program for Aboriginal and Torres Strait Islander students.

Three students were placed across the Department:

- **Asha Bodeker** –studying a Bachelor of Environmental Science and Geography was placed in Strategy and Engagement within the Data Analytics team
- **Grace Gibson** – studying a Bachelor of Archaeology and Indigenous Studies was placed in Heritage and Property Services within the Stakeholder Engagement team
- **Harrison Mathews** – studying a Bachelor of Applied Science (Architecture) was placed with the Office of the Director General within the Government Architect team.

Upon completion of their respective placements, each was offered an 18-month cadetship by the Department.



Cadets from left: Harrison Mathews, Asha Bodeker and Grace Gibson.

Supporting the next generation of public sector professionals

As part of the WA Public Sector Commission’s School Based Traineeship Program, the Department supported three Year 11 students across business areas.

Over the 18-month program, students gain workplace experience while competing their secondary studies and a Certificate II in Government:

- Lakshmi Athota Bhuvan – Development Assessment Panels, Office of the Director General
- Bronte Shearer – Recruitment, Business and Corporate Services
- Audrey Crogran – Policy and Practice, Housing and Policy Services; now with Employee Development, Business and Corporate Services.

Building student skills through internships and practicum placements

The Department also partnered with the University of Western Australia’s McCusker Centre for Citizenship, hosting three student interns in the Sites of Truth Telling team, with a fourth placement schedules. These internships provide meaningful, community-focused experience in a professional setting.

In addition, the Department hosted third-year Urban and Regional Planning students for 300-hour practicum placements, giving them hands-on exposure to planning and building readiness for future employment.



Achievement and Service Recognition Awards

The 2024-25 financial year saw the rollout of the Department’s new Awards and Recognition program to celebrate the significant contributions made by employees to the Department and the broader public sector.

The Recognition of Service Awards acknowledge those who have provided 20 or more years of service in the Western Australian public sector, or are retiring after 15 or more years, with a letter of recognition from the Director General and a commemorative pin.

The Employee Achievement Awards celebrated individuals and teams who made a substantial impact over the previous 12 months. Categories included excellence in customer service, personal and professional achievement awards, leadership expectations in action and growth in personal leadership.

The program launched on 23 June 2024 – being the annual date of United Nations Day of Public Service. After generating much interest across the Department, which resulted in 97 nominations, the program concluded with a presentation ceremony with 75 staff in attendance, including winners and finalists.



Kathy Bonus and the then President of PIA (WA Division) Amanda Sheers.



2025 Australian Architecture Conference
Photographer: Maclay Heriot

Government Architect awarded the National President's Prize at the 2025 Australian Architecture Conference at the Sydney Opera House in May 2025.

Recognising excellence in planning and design

The Department's women in leadership continued to be recognised for their outstanding contribution to planning and design in Western Australia.

At the Planning Institute of Australia (PIA) State Conference in September 2024, Phillida Rodic was elevated to Fellow of the Institute in recognition of her outstanding service to the planning profession.

In November 2024, Chief Planning Advisor Kathy Bonus received the PIA WA Leadership and Service Award for her pivotal role in advancing the State Government's planning reform agenda. The Department also received a PIA commendation for improving planning processes through the Development Application Exercise for Discretion Guidelines.

Adding to the accolades, Government Architect Emma Williamson was among the recipients of the 2025 National President's Prize, awarded to the Government Architects Network of Australia at the 2025 Australian Architecture Conference in Sydney. The award recognises the collective leadership of Australia's Government Architects in shaping better outcomes for communities through design quality and policy influence.



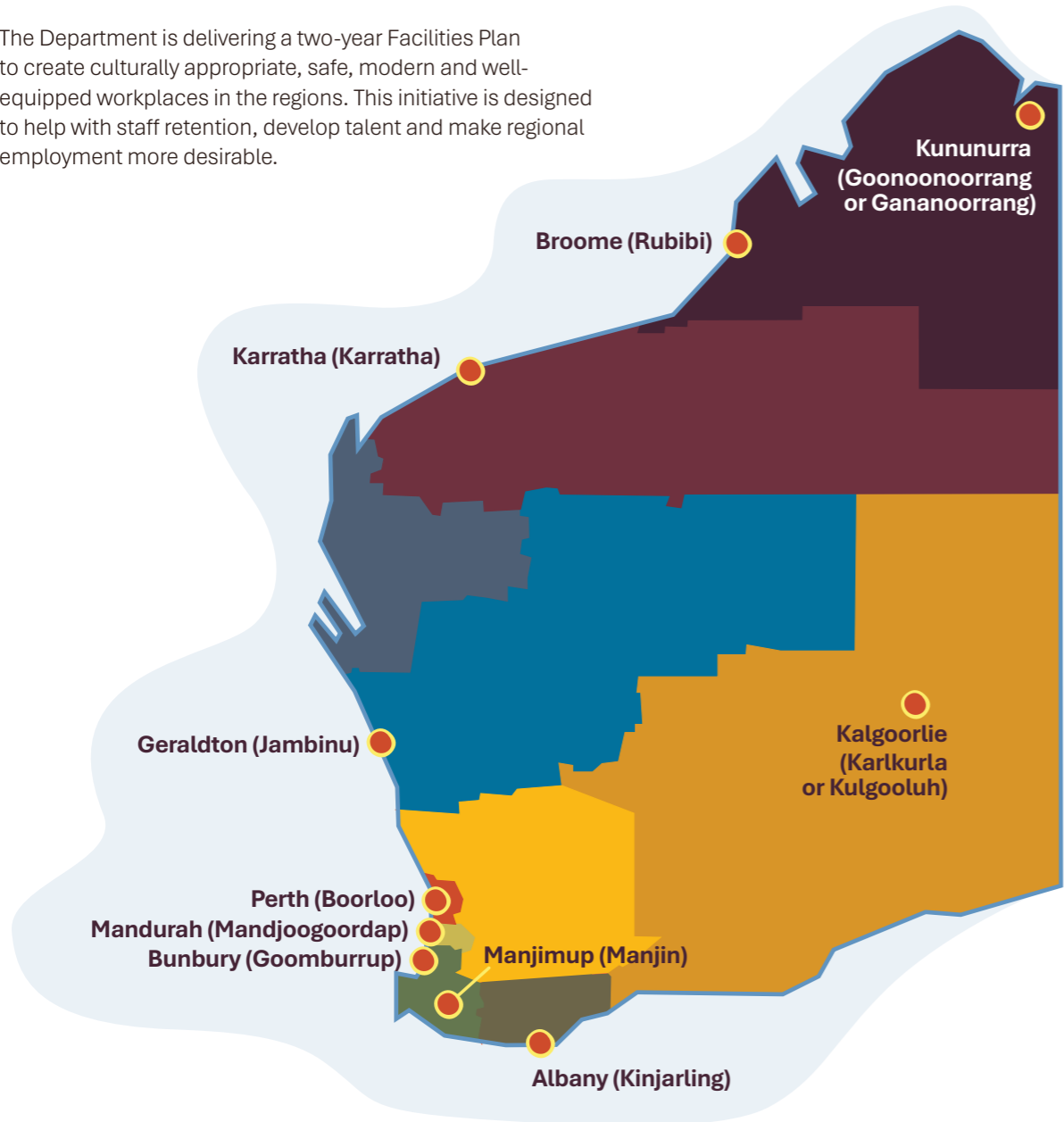
Phillida Rodic collecting her award.

Regional representation

The Department has 63 employees located across nine regional locations – from Albany in the south to Kununurra in the north – as illustrated in the map below.

These team members provide regionally focused land use, planning and heritage services, building robust and effective stakeholder relationships across their communities.

The Department is delivering a two-year Facilities Plan to create culturally appropriate, safe, modern and well-equipped workplaces in the regions. This initiative is designed to help with staff retention, develop talent and make regional employment more desirable.



Regional heritage officer workshop – Geraldton

Since establishing a permanent presence in Geraldton in 2011, the Department’s team has grown from two to eight staff members. In April 2025, the team relocated to larger, more modern premises on Foreshore Drive – enhancing their capacity to serve the Mid West region.

This initiative aligns with the Department’s goal to achieve improved outcomes for Aboriginal people and to support meaningful reconciliation through culturally respectful engagement and collaboration. The workshop provided a culturally safe space for remote staff from across the state to come together for collaboration, reflection and professional development.

In May 2025, the Department held its first regionally based Heritage Officer Workshop on Yamatji Country in Geraldton, a significant milestone in bringing our work closer to the communities we serve.



Back row from left: Lee Atkins, Kiri Milne, Marani Greatorex, Craig Yarran, Ken Kelly, Glenn Shaw, David Robinson, Emma Rigby, Sharon Vanderriet, Taylor Coventry.
Front row from left: Don Mallard, Kym Suckling.



Kalgoorlie office wins 2025 Goldfields Aboriginal Language Award

We’re proud to share that our Kalgoorlie office has been recognised at the 9th annual Goldfields Aboriginal Language Awards, winning the category for Outstanding Government Department or Agency Promoting the Use of Aboriginal Languages.

Goldfields Aboriginal Language Centre Aboriginal Corporation and Department of Planning, Lands and Heritage staff. L-R Gizem Milonas, Grant Bussell, Emma Rigby, Jackie Goring, Troy Reynolds and Tomas Fuchs-Lynch.

Mid West careers day

The Mid West team recently attended a college careers day to promote employment and training opportunities in Aboriginal heritage. This event provided an opportunity to showcase:

- the range of career pathways available within the Department
- the First Nations Australians Planning Program
- the roles of Traditional Owner groups across the region
- study pathways in archaeology, anthropology and geographic information systems
- an artefact and mapping tools display.

More than 1,200 students had the opportunity to learn about the rewarding employment paths available within the Department.

First Nations Australians Planning Program

The Department’s innovative First Nations Australians Planning Program fosters meaningful engagement and collaboration with Aboriginal communities, particularly in the Kimberley region. Through the program, First Nations Australians are employed directly to work alongside Aboriginal community corporations, prescribed bodies corporate and local services in shaping community infrastructure, policy and development plans. The program has grown from two staff in Broome in 2023-24, to a team of four in 2024-25, with additional team members based in Kununurra and Geraldton.

Regional Corporate Executive meeting

In June 2025, the Department’s Corporate Executive held its strategic meeting in Geraldton, directly engaging with key regional stakeholders including the Yamatji Southern Regional Corporation, the Mid West Development Commission, the City of Geraldton and Mid West Ports. The visit also included the newly constructed Oakajee Strategic Industrial Area access road off the Northwest Coastal Highway, the lead tailings mine at Northampton and the protected area of Willigulli.

The visit supports the critical work undertaken by the Department’s regional teams to strengthen engagement with stakeholders on Country and help understand the practical application of the AHA. Team members are accessible, meeting

stakeholders on Country, building trust and fostering collaborative relationships. A key initiative supporting this work is the Joint Management Boards, established in partnership with the Department of Biodiversity, Conservation and Attractions and relevant Traditional Owner groups. This initiative enables the protection of heritage by upskilling Traditional Owners, ranger groups and State Government stakeholders in heritage identification, protection and preservation. This is supported further by the Department’s Cultural Heritage Management Training, delivered in partnerships with TAFE across the State.

Council of Chairs (Fitzroy Crossing)

In March 2025, the First Nations Australians Planning Program team – including Shannon Lockyer, Wynston Shovellor and Jaquille Bell – travelled to Fitzroy Crossing to meet with the Morra Worra Worra Aboriginal Corporation, one of the Kimberley’s largest representative bodies. The purpose of the visit was to attend the Council of Chairs event and collaborate directly with Traditional Owners from five language groups (Bunuba, Gooniyandi, Wangkatjungka, Walmajarri and Nykina). The Council comprises chairpersons from about 30 communities in the Fitzroy Valley.



Department employees out on the road near Fitzroy Crossing.
From left: Wynston Shovellor (First Nations Australians Planning Program Principal Policy Officer), Krisma May, Luke Mackay and Jaquille Bell.

During the visit, the team discussed:

- land tenure matters and issues
- access to cemeteries and cemetery registers
- rubbish tip locations and unauthorised access
- the progress and direction of Community Layout Plans.

Following the event, meetings and site visits were held with local Aboriginal settlements and ALT reserves alongside colleagues from the Flood Recovery team. This provided further insight into community needs and priorities related to land management.



Corporate Executive and Geraldton staff.
Back row left -right: Matt Darcey, Adelyn Siew, Tina Fu, Alison Osinski, David Saunders
Middle row left-right: Kathy Bonus, Elise Ronan, Kym Suckling
Front row left-right: Anthony Kannis, Kristy Clarke, Santa Cardenia, Dan Oswald

Workforce development – workforce planning and talent management

Towards the end of the 2024-25 financial year, the Department began piloting a new workforce planning model, with consultations across divisions to identify priority needs over the next 12 months.

A multipurpose workforce dashboard was developed to provide direct insights into key workforce metrics such as target goals, priority roles, commencement and termination statistics, which serves as a central resource for strategic decision-making. Insights gathered through a range of analytical processes will inform targeted strategies to address workforce gaps and support long-term planning.

The Department also launched the Management Foundations training program to strengthen leadership capability. This program delivers essential operational knowledge and introduces managers to key contacts. Directors from core areas present real world examples that demonstrate how their work connects to the Department, the broader public sector and the community.

The program fosters collaboration and provides a safe, inclusive learning environment where both new and experienced managers are encouraged to ask questions and engage openly.

To position the Department as an employer of choice, it is committed to attracting exceptional talent and retaining valuable knowledge and experience. The temporary, Aboriginal and regional employment registers support this goal by increasing attraction and building workforce capability. This holistic approach empowers employees to reach their potential and contribute meaningfully to our shared objectives.

Diversity, access and inclusion

The Department is committed to fostering a workplace that is diverse, inclusive and respectful. It values the unique contributions of individuals from all backgrounds, including Aboriginal and Torres Strait Islander peoples, people with disability, culturally and linguistically diverse communities, the LGBTQIA+ community and people of all ages and genders.

During 2024-25, the Department continued to implement practices and initiatives designed to support flexibility and equity, helping employees to reach their full potential.

Number of employees

Staff profile	2025	2024
Full time equivalent (FTE)	1,073.15	1,035.17
Headcount – Full-time permanent	757	713
Headcount – Full-time fixed term	115	132
Headcount – Part-time permanent	235	200
Headcount – Part-time fixed term	42	44
Employees seconded out	20	28
Employees seconded in	16	22

Workforce Diversity Plan 2024-2027

The Department’s Workforce and Diversity Plan 2024-2027 is a forward-thinking framework to enable a flexible, adaptable and culturally competent workforce. The plan comprises:

- People and Culture Plan
- Recruitment and Retention Plan
- Diversity and Inclusion Plan
- Regional Employment Plan
- Aboriginal Employment Plan.

These plans aim to deliver on and include initiatives to address areas outlined within the Public Sector Commission’s Workforce Diversification and Inclusion Strategy.

Key initiatives implemented in 2024-25

- Updating recruitment and selection processes to be more welcoming and effective for a range of applicants
- Attracting new talent through partnerships with educational institutions, attendance at career expos and reviewing graduate and entry-level programs

- Implementing mentoring programs for graduates and all staff, adding Leadership Expectations to performance development plans and reviewing training to aid retention
- Establishing and expanding the Leaders Listening on Country workshops for 107 Corporate Executive members and senior leaders
- Facilitating collaboration and knowledge-sharing through Regional Share and Senior Leadership collaboration forums
- Providing custom employment guidelines and developing partnerships with disability employment service providers
- Reviewing the Employee Assistance Program for cultural appropriateness.
- Implementing gender pay gap reporting and delivering biannual progress reports to the Corporate Executive team
- Developing a new Equity, Diversity and Belonging Policy
- Establishing Terms of Reference for employee-led diversity and inclusion networks.

The following data illustrates the Department’s performance against the Public Sector Commission’s targets in workforce diversity and inclusion:

Diversity group	2025 target *	June 24 performance	June 25 performance
Women in senior executive service	50.0%	38.5%	45.5%
Aboriginal and Torres Strait Islander People	3.7%	3.5%	4.0%
People with disability	5.0%	4.0%	5.1%
People of culturally and linguistically diverse backgrounds	15.5%	16.2%	18.1%
Youth (age <24)	5.8%	4.7%	4.8%

* The targets align to those set by the Public Sector Commission as part of its Workforce Diversification and Inclusion Strategy 2020 – 2025.

Employee networks

In 2024-25, the Department deepened its commitment to equity, diversity and belonging initiatives through employee networks. These employee-led groups are built around shared lived experiences and perspectives, offering staff a platform to support one another, raise awareness of emerging issues and advocate for meaningful change across the Department.

The aim of these networks is to foster a workplace culture where every employee feels valued, connected and empowered. Employee networks enable staff from various backgrounds and identities to contribute their valuable insights into business-wide consultations and relevant policies and procedures, to ensure an equitable workplace that meets the needs of all employees.

Networks have been established to support people with disability, members of the LGBTQIA+ community, culturally and linguistically diverse employees, and women in leadership or those aspiring to leadership roles.

While still in their early stages, each network is actively identifying both short-term and long-term goals and developing action plans that align with departmental priorities and support colleagues across the Department.

Disability Access and Inclusion Plan

In line with the *Disability Services Act 1993*, the Department and the WAPC have a joint Disability Access and Inclusion Plan (DAIP) 2023-2028 to ensure equitable access for people with disability to facilities, information, services, employment and consultation opportunities.

The DAIP supports seven legislated outcomes focused on access, inclusion, service quality and participation.

- Provided an opportunity for Human Resources staff to complete Disability Awareness training with JobAccess in July 2024 and Autism Awareness Training in March 2025, to strengthen their ability to create supportive and adaptable recruitment processes
- Delivered the Diversity and Prevention of Discrimination training, which was completed by 78 per cent of employees.

Key achievements in 2024-25

- Introduced the Customised and Accessible Employment Guideline in December 2024 following a successful pilot. Designed to increase representation of people with disability in the Department's workforce, the guideline closely aligns with recruitment, selection and appointment policies and procedures, to ensure fairness, adaptability and equal opportunity for all. As at 30 June 2025, six individuals have been employed through customised and accessible employment pathways, adding valuable skills, perspectives and expertise to the Department
- Collaborated with Disability Employment Service providers throughout WA to identify suitable roles for candidates and shared weekly vacancies with these providers and university disability networks
- Introduced accessibility features to lifts including extended door opening times and audible notifications activated via a dedicated button
- Improved accessibility and inclusion content on the Fremantle Prison website, including a new Planning Your Visit guide
- Enabled live transcription in Microsoft Teams meetings for hard of hearing participants.
- Updated training registration requests to include an option for employees to share any accessibility requirements needed to enable full participation
- Launched a new self-paced Disability Awareness module via MyLearning in May for all staff, aligned with Global Accessibility Awareness Day

Inclusive recruitment leads to stronger outcomes

To support the implementation of the Customised and Accessible Employment (C&AE) Guideline and increase the representation of people with disability, the Department built stronger connections with Disability Employment Service (DES) providers.

When a vacancy arose, a manager applied the C&AE Guideline and chose to recruit through a DES provider. The role was promoted across a DES network, generating nine applications. Five candidates were invited to informal interviews with the manager and the Senior Diversity and Inclusion Consultant. Accessibility requirements were confirmed in advance, and candidates were welcome to bring their DES consultant if they wished.

The manager noted the high calibre of applicants, and one applicant was appointed to the role. Prior to commencement, workplace adjustments were arranged and the team participated in Autism Awareness training to foster an inclusive and supportive environment.

The new employee contributed strong technical skills and attention to detail, progressing key projects and filling a critical knowledge gap. Their capability and performance soon led to a new contract in a higher-level role, demonstrating the value of inclusive recruitment practices in attracting, supporting and retaining diverse talent.



Carer Friendly Workplace Accreditation (Level 1)

In May 2025, the Department was accredited as a Carer Friendly Workplace (Level 1). This reflects its recognition of the additional caring responsibilities many employees carry while delivering their roles. Information sessions were held to highlight available support mechanisms, such as flexible leave, to help ease stress and enable a healthy work-life balance.

Reconciliation Action Plans

Innovate Reconciliation Action Plan 2023-25

The Department achieved a significant milestone in 2024-25, with the completion of its 2023-25 Innovate Reconciliation Action Plan (RAP). Developed in partnership with Reconciliation Australia, the Innovate RAP identified 86 deliverables to be achieved over the two-year period. These included implementing innovative strategies and initiatives to support the Department’s Aboriginal staff and enhancing existing efforts to create a culturally inclusive organisation. The Department made consistent progress in delivering these commitments, achieving a number of key milestones and outcomes.

The Innovate RAP Working Group has been instrumental in the success of the Innovate RAP, led by the Chair, Amber Ugle-Hayward.

Key achievements in 2024-25

- Updates to the Aboriginal Engagement Toolkit
- New artwork commissioned in Albany
- Enhanced staff engagement and cultural learning
- Expansion of the Aboriginal Employment team
- Cultural awareness and training initiatives
- Community engagement and external partnerships
- Procurement strategies supporting Aboriginal businesses
- Recognition of language and Country, including the Acknowledgement of Country protocol
- Support for significant events and sponsorships
- Policy integration, including the Equity, Diversity and Belonging Policy (published February 2025).

The final report on the outcomes of the Department’s RAP were provided to Reconciliation Australia, with 82 of the 86 deliverables completed. The final four deliverables are still work in progress and continue to remain a priority across future reconciliation work.

Leaders Listening on Country

In July 2024, the Department’s Corporate Executive team participated in the first of three Leaders Listening on Country tours, led by Noongar elder Dr Richard Walley OAM, with support from departmental staff including John Brinkman and Harley Coyne.

The guided tour included Yagan Square in the CBD, the Walyunga National Park’s artefact scatter and Yagan’s Memorial in the Swan Valley.

The experience provided a powerful and reflective opportunity to deepen understanding of Noongar culture, Aboriginal heritage and the importance of commemorating shared histories.

Following positive feedback, the program has continued with broader staff participation across the Department.

Aboriginal and Cultural Awareness training

The Department’s custom Aboriginal and Cultural Awareness training helps foster understanding, collaboration and reconciliation. The training aligns to the Department’s operational needs and fosters a culturally safe workplace. During 2024-25, a total of 248 staff completed the On-Country training, learning about Aboriginal history, practices and protocols on Whadjuk Noongar Boodja.

Launch of the Stretch Reconciliation Action Plan 2025-28

The Department launched its Stretch RAP in May 2025, at an event attended by the Minister for Aboriginal Affairs the Hon Don Punch MLA, regional and Aboriginal staff, executive leaders and community representatives.

Building on the Department’s previous Reflect and Innovate RAPs, the Stretch RAP embeds reconciliation within core business strategies to drive lasting cultural change throughout the organisation. It sharpens the Department’s focus on delivering high-impact actions with measurable goals under four key themes: relationships, respect, opportunities and governance.

The RAP Working Group, comprising Aboriginal and non-Aboriginal staff across all divisions, guides its implementation. The Stretch RAP aligns with the Department’s Strategic Plan 2025-2029, which includes a dedicated focus on improving cultural, social and economic outcomes for Aboriginal people across Western Australia.



Left to right: Les Wallam, Kirsty Burgu (Stretch RAP Artist), Anthony Kannis, Hon Don Punch MLA, Indi Buswell (Madalah student), Amber Ugle-Hayward.

Multicultural Action Plan

The Department, and its boards and committees, are dedicated to building a culturally safe, diverse and inclusive workplace that reflects the community that we serve.

The 2021-2025 Multicultural Action Plan (MAP) provides a roadmap that reflects the Department’s commitment to ensuring that planning, land use, heritage protection and community engagement practices are inclusive, equitable and respond to the needs of Western Australia’s culturally and linguistically diverse (CaLD) community.

Key achievements in 2024-25

- Recognition of International Mother Language Day in February 2025, the United Nations International Day for the Elimination of Racial Discrimination in March 2025 and the national Racism - It Stops With Me campaign
- Appointment of trained staff across classifications, regions and diversity groups to provide confidential peer support
- Compulsory training modules on anti-discrimination and bullying
- Flexible working arrangements (as of 10 May 2024, 84 per cent of CaLD-identified staff had flexible working arrangements supporting participation in cultural activities)
- Access to interpreters and translators supported by the Language Services Policy and Procedure
- Website translation services - ‘Have your say!’ consultation pages are available in multiple languages, with further expansion of the Department’s website under consideration.

Development of the 2025-2028 Multicultural Action Plan

With the 2021-2025 MAP concluding this year, the development of the Department’s new MAP has been a key focus in 2024-25. Since January 2025, extensive consultation has taken place including an internal staff survey on workplace diversity, and four workshops across the Department and our managed attractions - Whiteman Park and Fremantle Prison. These sessions provided valuable insights and ideas to help inform the deliverables for the new 2025-2028 MAP. A development working group was formed to finalise the deliverables, ensuring diverse representation and input from staff across the Department.

The draft 2025-2028 MAP is being finalised and will continue to demonstrate the Department’s commitment to the ongoing implementation of the WA Multicultural Policy Framework.

These initiatives are also supported by the Department’s Strategic Plan 2025-2029 and internal diversity and inclusion policies, which promote culturally responsive services and aim to eliminate racism and discrimination in the workplace.



Department Staff coming together in a workshop to develop the new 2025-2028 MAP.

Mother Language Day

On Friday the 21 February 2025, the Department celebrated International Mother Language Day with ‘Learn a new Language in the Latte Lounge’. Our multicultural staff offered to host tables for staff to drop by and have a chat with them in their native language or to just to come and learn a few words in a different language. We learnt about different countries and cultures through the discussions around the tables and even learnt how to write our names in Tamil and Farci.

Over 70 staff came together at our 140 William Street head office, Whiteman Park, Fremantle Prison and within our regional offices to celebrate our diverse and multicultural workforce. With around 7,000 languages spoken across the globe, languages are essential in preserving and developing cultural heritage and maintaining connection with community.



Whiteman Park staff participating in the Latte Language Lounge.



Mahsa Shahbazi writing in her mother language.

Occupational safety, health and injury management

Our commitment

The Department is dedicated to maintaining a safe and healthy workplace for all employees, contractors, stakeholders and visitors. The Director General and the Corporate Executive team consistently demonstrate their commitment to work health and safety through the Statement of Commitment, the Work Health and Safety (WHS) policy, and the WHS Management System, which is regularly reviewed to ensure alignment with best practice principles.

WHS remains a standing agenda item at all Corporate Executive and senior management meetings, fostering a culture of continuous reflection on recent WHS achievements and identifying opportunities to enhance safety awareness. The Safety, Health and Wellness Committee continues to meet quarterly, receiving strong engagement from health and safety representatives, especially those from regional areas.

National Safe Work Month

During National Safe Work Month in October, the Department delivered four distinct activations, each aligning with the themes of the month. These initiatives included psychosocial safety workshops, tips for preventing musculoskeletal injuries, strategies for managing posture-related pain and guidance on how to conduct a WHS risk assessment.

Key initiatives in managing workplace incidents and hazards

In 2024-25, the Department made significant progress in strengthening its WHS practices. Following a comprehensive WHS risk assessment completed in 2023, the Department worked to address all identified actions. This effort led to significant improvements in the WHS Management System, including the introduction of new policies, procedures and guidelines such as:

- Prevention of Workplace Bullying and Harassment Policy and Procedure
- Fitness for Work Policy and Procedure
- WHS Issue Resolution Procedure
- Fieldwork Policy and Procedure
- Personal Protective Equipment Policy
- Guidelines for managing WHS risks associated with Department-managed land.

The Department continued to review the WHS Management System against the requirements of International Standard 45001:2018 and will continue to develop, update and review its components.

In its first year of implementation, the online WHS reporting system, Donesafe, saw extensive use across all areas of the Department. The ease of reporting with the new system led to a significant increase in incident and hazard reports. Donesafe also enables Health and Safety Representatives to complete workplace inspections, with all incidents and hazards linked to a centralised WHS risk register, facilitating in-depth trend analysis.

In response to feedback from regional offices, the Department provided new emergency communication equipment including Cel-Fi units for certain regional vehicles, new satellite phones and emergency satellite communicators. These devices have been well received by regional staff and help improve safety in regions without phone reception.

Performance reporting

Measures	Results			Targets	Comments about targets**
	Base year*	Prior year	Current reporting year		
Number of fatalities	0	0	0	0	There have been no work-related fatalities over the past three financial years.
Lost time injury and disease incidence rate	0.53%	0.19%	0.37%	Zero (0) or 10% improvement on the previous three (3) years	Despite only having four lost time injuries over the financial year, this has increased by two from the prior year.
Lost time injury and severity rate	60%	0	50%	Zero (0) or 10% improvement on the previous three (3) years	Out of the four lost time injuries, two were classified as severe. None of the injuries were classified as severe in the prior year.
Percentage of injured workers returned to work (i) within 13 weeks	25%	100%	75%	Greater than or equal to 80% return to work within 13 weeks	Three out of four injured workers returned to work within 13 weeks.
Percentage of injured workers returned to work (ii) within 26 weeks	50%	100%	100%	Greater than or equal to 80% return to work within 26 weeks	All injured workers returned to work within 26 weeks.
Percentage of managers trained in work health and safety injury management responsibilities, including refresher training within 3 years	92%	80%	85%	Greater than or equal to 80%	85% of managers have completed WHS training, including refresher training, within 3 years.

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

** Comment on agency performance over the three-year period.

(The above figures include reporting for the WAPC, HCWA and AAPA.)

Family and Domestic Violence

This year the Department’s Family and Domestic Violence contact officers received refresher training from Lifeline WA. This training ensured that contact officers are informed in understanding the impacts of family and domestic violence on employees and provided guidance on Employee Assistance Program referrals, workplace safety planning and internal policies and leave provisions.



Upholding integrity and ethical standards

The Department continued to promote a strong culture and accountability through target training and proactive governance measures.

During 2024-25, all employees completed online refresher training in Accountable and Ethical Decision-Making (AEDM) and the Code of Conduct. Eleven face-to-face AEDM sessions were delivered to 194 new employees, focusing on the Code of Conduct, conflict of interest and ethical behaviour through contemporary case studies. Regular intranet articles reinforced key integrity messages, while a monthly Integrity Share was presented to each Corporate Executive meeting, providing a brief verbal update on an integrity-related matter or incident. These updates serve as an important leadership education tool, fostering open discussion, reflection and shared learning at the executive level to strengthen integrity and ethical awareness across the Department.

To strengthen managerial capability, the Department introduced a Management Foundations training course, providing new and emerging managers with guidance on legislative, industrial and financial responsibilities, and the Accountability Framework. A new in-house Recruitment Panel Training program was also developed, with four sessions delivered to 101 employees, ensuring compliance with public sector standards and consistent recruitment practices.

The Department expanded its network of grievance contact officers to nine trained staff, providing employees with greater access to confidential advice and support. Updated intranet resources and communications were released to promote awareness of grievance management and resolution processes.

Breach of standard claims

During the reporting year, the Department managed three breach of standard claims relating to recruitment. Two matters were resolved internally, while one was referred to the Public Sector Commission and dismissed. Policies and procedures were reviewed to ensure compliance with legislative requirements and were communicated regularly to staff, supported by education on the Commissioner’s Instructions for recruitment, selection and appointment.

Breach of code claims

There were six substantiated breaches of the Department’s Code of Conduct during 2024-25, resulting in a range of improvement actions, including reprimands, transfers, training, expectation letters and resignation. The Department continues to strengthen education and awareness programs and enhance governance frameworks to mitigate future risks and promote ethical workplace behaviour.

No public interest disclosures were received during the reporting period. A draft Public Interest Disclosure Procedure (PID) is being developed to support PID officers and ensure clear understanding of reporting responsibilities.

Government policy requirements

Audit and risk management

The Director General has established the Audit and Risk Committee (ARC) as a key component of the Department’s governance framework to enable achievement of State Government and organisational strategic objectives.

The ARC provides structured oversight of governance, risk management, compliance and internal control practices applicable to financial and non-financial operations across the Department, the WAPC, HCWA and the AAPA. It operates in accordance with its approved charter, outlined in its Terms of Reference, in alignment to audit committee good practice and in compliance with Treasurer’s Instruction 10.

It is independently chaired, has a majority of external members and met three times throughout the reporting period. A key focus area during 2024-25 was to monitor progress to address the Office of Auditor General financial statement qualifications.

Asbestos management

With responsibilities for land and asset management, the Department continued its work on the implementation of activities against the Asbestos National Strategic Plan Phase Three 2024-30.

Work continues on scoping implementation priorities with the examination of a register and management plan for known and suspected built assets containing Asbestos Containing Material (ACM) across Crown assets, the ALT estate and WAPC portfolio.

Hazardous building material assessments were undertaken this year on five buildings. The Department also completed ACM removal and demolition of one fire-damaged building, undertook ACM removal from six buildings located on Crown land and completed the demolition of seven buildings containing ACM. Surficial ACM was also removed and disposed of from a further 21 Crown land properties.

The Department, through its Crown land management responsibilities, continues to report known or suspected contaminated sites in accordance with section 11 of the *Contaminated Sites Act 2003*.

In 2024-25, the Department reported potential ACM on 25 Crown land sites to the Department of Water and Environmental Regulation.

The Department also commissioned a total of 18 environmental investigation contracts in 2024-25, which included ACM assessment and/or remediation works on Crown land or the ALT estate.

In addition, the Department continues to provide advice to proponents and the HCWA where development applications seek to remove or replace ACM.

Ministerial directions

No Ministerial directions were received during the financial year.

Other financial disclosures

Pricing policies

The Department charges for goods and services rendered on a full or partial cost recovery basis. These fees and charges are determined in accordance with the Costing and Pricing Government Services: Guidelines for Use by Agencies in the Western Australian Public Sector published by the Department of Treasury.

Major capital projects

Project	Expected year of completion	Remaining cost to complete as at 30 June 2025 (estimated)	Total cost of project (estimated)
		\$000	
ICT Infrastructure	2028-29	4,581	30,257
ICT Asset Replacement	2028-29	3,258	24,358
Accommodation Refurbishment and Sustainability Initiatives	2028-29	2,413	7,938
Fremantle Prison Restoration *	2025-26	6,055	11,422
ACHKnowledge Phase 2	2025-26	1,484	8,400
Planning Online Program	2025-26	2,583	16,979
Kimberley Recovery Housing and Community Roads Package **	2025-26	4,929	17,755
Mira Mar	2025-26	2,928	9,900
Mandurah Seawall Remediation ***	2025-26	910	968

* Estimated total cost of project increased due to additional funding approved to address the deterioration of the buildings and issues related to health and safety at the site at the 2024-25 Mid-year Review.

** This is a project split between the Department and the Department of Communities (now Housing and Works), with work and funding currently being managed by Communities. It is anticipated that spending will occur in the next financial year. The estimated total cost of project decreased (2023-24: \$21.439 million) following the review by Communities on the cost related to the Department’s assets.

*** New capital project approved at the 2024-25 Mid-year Review.

Other legal requirements

Act of Grace payments

During the reporting period there were no Act of Grace payments made.

Unauthorised use of credit cards

The Department’s officers hold corporate credit cards as required by their position. Each cardholder is reminded regularly of their obligations under the Department’s Purchasing Card Policy.

In 2024-25, there were 27 instances where cardholders used their corporate credit card for payments of items not for official use.

Each instance was investigated by the Chief Finance Officer where it was found the nature of the expenditure was an honest mistake. Advice was provided to the cardholder, and they were supported to ensure prompt settlement of the personal use amount.

Number of instances of personal use expenditure for the reporting period	27
Aggregate amount of personal use expenditure for the reporting period	\$1,881.73
Aggregate amount of personal use expenditure settled by a due date	\$795.96
Aggregate amount of personal use expenditure settled after the due date	\$1,085.77
Aggregate amount of personal use expenditure remaining unpaid at the end of the reporting period	Nil
Number of referrals for disciplinary action instigated by the notifiable authority during the reporting period	Nil

Advertising, market research, polling and direct mail

In accordance with section 175ZE of the *Electoral Act 1907*, the Department incurred the following expenditure in advertising, market research, polling and direct mail. Total expenditure for 2024-25 was \$681,256 with most advertising related to statutory requirements to support public consultation, venue and event promotions, recruitment, sale and leasing opportunities.

Expenditure	Amount (\$)
Advertising Agencies	
Wanderlust	38,828
Brand Agency	10,680
Market research organisations	Nil
Polling Organisations	Nil
Direct mail organisations	Nil
Media advertising organisations	
Initiative Media	537,504
Facebook	11,118
LinkedIn	2,956
Other	80,170
Grand Total	681,256

* The above includes \$4,650 paid to Department of the Premier and Cabinet for contribution for joint advertising services.

Recordkeeping

The Department is dedicated to employing good recordkeeping practices – demonstrating a strong commitment to preserving and accessing information for future generations in a responsible and compliant manner.

In November 2024, the State Records Commission approved the Department’s amended Recordkeeping Plan. The plan also covers the functions of the WAPC, HCWA and AAPA.

During 2024-25, the Department implemented a modernised Information Management Policy alongside related procedures to aid understanding and compliance by all officers. A Disposal Program was also put in place to foster improved record retention practices.

All approved policies and procedures are available to staff through the Department’s intranet. The Department also provides mandatory training in records awareness to all new officers, with subsequent refreshers every two years.

Board and committee remuneration

Aboriginal Cultural Heritage Committee

The Aboriginal Cultural Heritage Committee was established under section 28(1) of the amended *Aboriginal Heritage Act 1972* (AHA). The Committee evaluates the importance of Aboriginal cultural heritage places and objects and makes recommendations to the Minister for Aboriginal Affairs regarding these, as well as providing advice to the Minister for Aboriginal Affairs on other Aboriginal cultural heritage matters.

The Aboriginal Cultural Heritage Committee is guided by its Charter and its responsibilities as defined in the AHA.

The Committee meets twice a month, except in January and December when it meets once each month. A total of 17 meetings were held in 2024-25.

Position	Name	Type of remuneration	Period of membership	Base salary/ sitting fees*	Gross remuneration	Meetings attended
Co-Chairperson	Irene Stainton AO	Per annum	12 months	\$31,750	\$37,229	17
Co-Chairperson	Ken Wyatt AM	Per annum	12 months	\$31,750	\$35,288	13
Member	Debbie Fletcher (until October 2024 and from 4 February 2025)	Per annum	8 months	\$17,462	\$14,406	11
Member	Graham Castledine	Per annum	12 months	\$17,462	\$19,408	13
Member	Phil Czerwinski (from November 2024)	Per annum	8 months	\$17,462	\$12,317	9
Member	Deanne Fitzgerald (from November 2024)	Nil	8 months	N/A	-	9
Member	Jonathon Griffin	Nil	12 months	N/A	-	11
Member	Aaron Matthews (from November 2024)	Nil	8 months	N/A	-	6
Member	Denzyl Moncrieff	Per annum	12 months	N/A	\$11,057	13
Member	Karen Oborn	Per annum	12 months	\$17,462	\$7,987	12
Member	Sarah Bellottie (until 4 December 2024)	Per annum	1 month	\$17,462	\$1,607	1
Member	Belinda Moharich (until October 2024)	Per annum	4 months	\$17,462	\$7,091	4
Member	Mark Bin Bakar (until October 2024)	Per annum	4 months	\$17,462	\$6,429	3
Member	Merle Carter (until 27 September 2024)	Per annum	3 months	\$17,462	\$5,300	1

* Members are entitled to an additional sitting fee of \$459 per meeting if they act as the Chair and \$571.50 per meeting over 4hr | \$371.50 per meeting less than 4hrs.

Audit and Risk Committee

The Audit and Risk Committee is majority independent, as required by Treasurer’s Instruction 10. Remuneration of members between 1 July 2024 and 30 June 2025 is set out below.

Position	Name	Type of remuneration	Period of membership	Base salary/ sitting fees	Gross remuneration	Meetings attended
Independent Chair	Rob McDonald	Hourly	11 months	\$370 / hour (GST excl)	\$13,192.32 GST excl	3
HCWA Representative	Catherine Lezer	Nil	12 months	N/A	-	2
WAPC Representative	Sam Edmonds	Nil	10 months	N/A	-	3
Independent Member	Robyn Lamont	Nil	12 months	N/A	-	2
DPLH Representative	Santa Cardenia	Nil	12 months	N/A	-	3

Board of Valuers

The Board of Valuers provides valuations of properties, reserved in planning schemes, where the owner of the land wishes to sell the property on the open market at a reduced price and claim compensation for injurious affection from the responsible authority (the WAPC or local government) for the reduction in value. The Board is independent with administrative support provided by the Department.

The Board meets only when an eligible landowner lodges a Notice of Intention to Sell with the WAPC and seeks a valuation of the reserved land under the provisions of the *Planning and Development Act 2005*.

Position	Name	Type of remuneration	Period of membership	Base salary/sitting fees	Gross remuneration	Meetings attended
Chairperson	Andrea Constable	Per meeting	12 months	\$563 per full day \$366 per half day	\$816	2
Member	Kate Bingham	Per meeting	8 months	\$366 per full day \$238 per half day		0
Member	Rowan Hemsley	Per meeting	12 months	\$366 per full day \$238 per half day	\$531	2
Member	Kirsty Anne Lane	Per meeting	12 months	\$366 per full day \$238 per half day	\$531	2

Development Assessment Panels

Development Assessment Panels are independent bodies established to determine development applications within a certain type and value threshold through consistent, accountable, and professional decision-making.

Gross remuneration includes sitting fees paid per meeting, training fees and superannuation as per the Minister approved remuneration rates for Sessional Specialist DAP Members and Schedule 1 of the Planning and Development (Development Assessment Panels) Regulations 2011 for Local Government DAP Members. Regular Specialist DAP members receive annual remuneration, disbursed on a fortnightly basis.

2024-25 DAP membership and remuneration

Position	Name	Period of membership	Base salary/sitting fees	Gross remuneration
Regular Specialist DAP Member	Clayton Higham	9 months	\$216,285 plus super per annum	\$179,366
Regular Specialist DAP Member	Karen Hyde	9 months	\$216,285 plus super per annum	\$173,818
Regular Specialist DAP Member	Eugene Koltasz	9 months	\$216,285 plus super per annum	\$179,366
Regular Specialist DAP Member	Francesca Lefante	8 months	\$216,285 plus super per annum	\$159,950
Regular Specialist DAP Member	Dale Page	8.5 months	\$216,285 plus super per annum	\$165,497

DAP Sitting Fee	Fee
Sessional Specialist DAP Member sitting as Presiding Member per meeting to determine development applications	\$889
Sessional Specialist DAP Member per meeting to determine development applications	\$578
Sessional Specialist DAP Member training	\$588
Sessional Specialist DAP Member re-training	\$294
Local Government DAP Member per meeting to determine Form 1 or SAT development applications	\$425
Local Government DAP Member per meeting to determine Form 2 development applications	\$100
Local Government DAP Member training	\$400
Local Government DAP Member re-training	\$200



Position	Name	Period of membership	Gross remuneration
Sessional Specialist DAP Member	John (Tony) Arias	12 months	\$23,969
Sessional Specialist DAP Member	Lindsay Baxter	6 months	\$7,013
Sessional Specialist DAP Member	Ian Birch	6 months	\$6,711
Sessional Specialist DAP Member	Agata Cabanek	10 months	\$1,300
Sessional Specialist DAP Member	Brian Curtis	6 months	\$3,488
Sessional Specialist DAP Member	Luigi D'Alessandro	10 months	\$7,745
Sessional Specialist DAP Member	Diana Goldswain	6 months	\$474
Sessional Specialist DAP Member	Heidi Herget	10 months	\$5,800
Sessional Specialist DAP Member	Jason Hick	6 months	\$2,540
Sessional Specialist DAP Member	Clayton Higham	3 months	\$11,624
Sessional Specialist DAP Member	Kanella Hope	6 months	\$2,237
Sessional Specialist DAP Member	Andrew Howe	10 months	\$3,944
Sessional Specialist DAP Member	Robert Karelse	10 months	\$1,289
Sessional Specialist DAP Member	Eugene Koltasz	3 months	\$9,281
Sessional Specialist DAP Member	Peter Lee	12 months	\$3,808
Sessional Specialist DAP Member	Francesca Lefante	4 months	\$14,016
Sessional Specialist DAP Member	Michael Mouritz	10 months	\$5,811
Sessional Specialist DAP Member	Lee O'Donohue	6 months	\$12,013
Sessional Specialist DAP Member	Gabriela Poezyn	6 months	\$112
Sessional Specialist DAP Member	Neema Premji	12 months	\$12,838
Sessional Specialist DAP Member	John Syme	12 months	\$17,458
Sessional Specialist DAP Member	Amelia Thorpe	10 months	\$656
Local Government DAP Member	Cr Aaron Adams	12 months	\$948
Local Government DAP Member	Cr Tallan Ames	12 months	\$474
Local Government DAP Member	Cr Ben Andrew	12 months	\$474
Local Government DAP Member	Cr Caren Baayens	12 months	\$1,059
Local Government DAP Member	Cr Linda Balcombe	12 months	\$948
Local Government DAP Member	Cr Leigh Ballard	12 months	\$948
Local Government DAP Member	Cr Catherine Barlow	12 months	\$585
Local Government DAP Member	Cr Nicole Batten	12 months	\$446
Local Government DAP Member	Cr Megan Beagley	12 months	\$446
Local Government DAP Member	Cr Fergus Bennett	12 months	\$2,704
Local Government DAP Member	Cr David Binks	12 months	\$1,533
Local Government DAP Member	Cr Greg Boland	12 months	\$1,059
Local Government DAP Member	Cr David Bolt	8 months	\$697
Local Government DAP Member	Cr Aaron Bowman	5 months	\$474
Local Government DAP Member	Cr Blane Brackenridge	12 months	\$1,422

Position	Name	Period of membership	Gross remuneration
Local Government DAP Member	Cr Graham Broad	12 months	\$948
Local Government DAP Member	Cr Todd Brown	12 months	\$474
Local Government DAP Member	Cr Lorna Buchan	12 months	\$474
Local Government DAP Member	Cr Donelle Buegge	12 months	\$948
Local Government DAP Member	Cr Michelle Campbell	12 months	\$1,422
Local Government DAP Member	Cr Craig Carbone	12 months	\$1,422
Local Government DAP Member	Cr Donna Carman	12 months	\$446
Local Government DAP Member	Cr Jennifer Carter	12 months	\$474
Local Government DAP Member	Cr Peter Carter	12 months	\$948
Local Government DAP Member	Cr Jennifer Catalano	12 months	\$6,857
Local Government DAP Member	Cr Jeremiah (Jerry) Clune	12 months	\$1,896
Local Government DAP Member	Cr Sonet Coetzee	12 months	\$948
Local Government DAP Member	Cr Rebecca Coghlan	12 months	\$2,592
Local Government DAP Member	Cr Natasha Colliver	12 months	\$2,369
Local Government DAP Member	Cr Chris Connaugh	12 months	\$948
Local Government DAP Member	Cr Sarah Corbyn	12 months	\$446
Local Government DAP Member	Cr Katherine (Kate) Cox	12 months	\$1,059
Local Government DAP Member	Cr Glenn Cridland	12 months	\$3,317
Local Government DAP Member	Cr Sky Croeser	12 months	\$446
Local Government DAP Member	Cr Kirsty Dellar	12 months	\$1,059
Local Government DAP Member	Cr Tarun Dewan	8.75 months	\$2,592
Local Government DAP Member	Cr Michael Dudek	12 months	\$3,066
Local Government DAP Member	Cr Patricia Marie (Trisha) Duggin	12 months	\$948
Local Government DAP Member	Cr Ian Earl	12 months	\$474
Local Government DAP Member	Cr Luke Ellery	12 months	\$2,481
Local Government DAP Member	Cr Joshua Eveson	12 months	\$2,592
Local Government DAP Member	Cr John Fergusson	12 months	\$1,422
Local Government DAP Member	Cr Tyrrell Gardiner	12 months	\$1,868
Local Government DAP Member	Cr Stacey Gillespie	12 months	\$474
Local Government DAP Member	Cr David Goode JP	12 months	\$585
Local Government DAP Member	Cr Patrick Hall	12 months	\$2,369
Local Government DAP Member	Cr Deb Hamblin	12 months	\$948
Local Government DAP Member	Cr Rodney Henderson	12 months	\$5,910
Local Government DAP Member	Cr Natalie Herridge	12 months	\$948
Local Government DAP Member	Cr Adrian Hill	12 months	\$2,007
Local Government DAP Member	Cr Tamisha Hodder	12 months	\$446
Local Government DAP Member	Cr Rob Horstman	12 months	\$446

Position	Name	Period of membership	Gross remuneration
Local Government DAP Member	Cr Desmond (Des) Hughes	12 months	\$474
Local Government DAP Member	Cr Jacqueline Huntley	12 months	\$7,108
Local Government DAP Member	Cr Dawn Jecks	12 months	\$3,840
Local Government DAP Member	Cr Frank Johnson	12 months	\$948
Local Government DAP Member	Cr Nige Jones	12 months	\$1,422
Local Government DAP Member	Cr Mark Jones	12 months	\$3,366
Local Government DAP Member	Cr Russell Jones	12 months	\$474
Local Government DAP Member	Cr Jarrod Kennedy	12 months	\$474
Local Government DAP Member	Cr John Keogh	12 months	\$474
Local Government DAP Member	Cr Rebecca (Bec) Kiddle	12 months	\$223
Local Government DAP Member	Cr Caroline Knight	12 months	\$948
Local Government DAP Member	Cr David (Dave) Knight	11.5 months	\$1,471
Local Government DAP Member	Cr Viktor Ko	12 months	\$850
Local Government DAP Member	Cr Cheryl Kozisek	12 months	\$1,394
Local Government DAP Member	Cr Benjamin Kunze	12 months	\$2,843
Local Government DAP Member	Cr Daniel Lim	12 months	\$3,227
Local Government DAP Member	Cr Shaye Mack	12 months	\$1,422
Local Government DAP Member	Cr Gary Mack	12 months	\$474
Local Government DAP Member	Cr Lynn MacLaren	12 months	\$474
Local Government DAP Member	Cr Phil Marks	12 months	\$3,317
Local Government DAP Member	Cr Ben Mayes	12 months	\$474
Local Government DAP Member	Cr Peter McCleery	12 months	\$1,422
Local Government DAP Member	Cr Travis McNaught	4.75 months	\$474
Local Government DAP Member	Cr Prapti Mehta	12 months	\$2,481
Local Government DAP Member	Cr Suzanne Migdale	12 months	\$1,645
Local Government DAP Member	Cr Lindsay Miles	12 months	\$474
Local Government DAP Member	Cr Daniel Minson	12 months	\$585
Local Government DAP Member	Cr Kelly Nunn	12 months	\$474
Local Government DAP Member	Cr Penny O'Connor	12 months	\$585
Local Government DAP Member	Cr Teresa Olow	12 months	\$1,896
Local Government DAP Member	Cr Ivy Penny	12 months	\$948
Local Government DAP Member	Cr Shanavas Peter	12 months	\$474
Local Government DAP Member	Cr Filomena Piffaretti	12 months	\$2,815
Local Government DAP Member	Cr Rebecca Pizzey	12 months	\$2,481
Local Government DAP Member	Cr Rick Powell	12 months	\$474
Local Government DAP Member	Cr Tracey Price	12 months	\$223
Local Government DAP Member	Cr Naomi Purcell	12 months	\$474

Position	Name	Period of membership	Gross remuneration
Local Government DAP Member	Cr Georgina Randklev	12 months	\$585
Local Government DAP Member	Cr Rebecca Redman	12 months	\$446
Local Government DAP Member	Cr Kath Ritchie	12 months	\$2,481
Local Government DAP Member	Cr Emma Rodney	7.5 months	\$446
Local Government DAP Member	Cr Peter Rogers	12 months	\$850
Local Government DAP Member	Cr Angela Rogers	12 months	\$585
Local Government DAP Member	Cr Robert Rossi	12 months	\$3,791
Local Government DAP Member	Cr Matthew Rowse	12 months	\$3,317
Local Government DAP Member	Cr Anne Ryan	12 months	\$1,533
Local Government DAP Member	Cr Daniel Scott	12 months	\$446
Local Government DAP Member	Cr Michael Separovic	12 months	\$1,896
Local Government DAP Member	Cr Bronwyn Smith	12 months	\$8,390
Local Government DAP Member	Cr Kerry Smyth	12 months	\$3,903
Local Government DAP Member	Cr Greg Stocks	12 months	\$1,422
Local Government DAP Member	Cr Andrew Sullivan	12 months	\$2,955
Local Government DAP Member	Cr Paul Terry	12 months	\$1,422
Local Government DAP Member	Cr Margaret Thomas	12 months	\$2,481
Local Government DAP Member	Cr Andrew Twaddle	9.5 months	\$223
Local Government DAP Member	Cr Ingrid van Dorssen	12 months	\$2,481
Local Government DAP Member	Cr Ashley Wallace	12 months	\$1,533
Local Government DAP Member	Cr Mike Walmsley	12 months	\$474
Local Government DAP Member	Cr Simon White	12 months	\$585
Local Government DAP Member	Cr Tom Widenbar	12 months	\$3,540
Local Government DAP Member	Cr Caroline Wielinga	12 months	\$2,369
Local Government DAP Member	Cr Jennifer Willcox	12 months	\$948
Local Government DAP Member	Cr Rhys Williams	6.75 months	\$948
Local Government DAP Member	Cr Julie Williams	12 months	\$474
Local Government DAP Member	Cr Serena Williamson	12 months	\$474
Local Government DAP Member	Cr Jemima Williamson	12 months	\$474
Local Government DAP Member	Cr Barry Winmar	12 months	\$2,369
Local Government DAP Member	Cr Terrence Winner	12 months	\$1,533
Local Government DAP Member	Cr Sherilyn Wood	12 months	\$948
Local Government DAP Member	Cr Matthew Woodall	12 months	\$2,704
Local Government DAP Member	Cr Nicole Woolf	12 months	\$3,038
Local Government DAP Member	Cr Charlie Zannino	7 months	\$2,843

Pastoral Lands Board

The Pastoral Lands Board is a statutory authority established under Section 94 of the *Lands Administration Act 1997*. The Board has joint responsibility with the Minister for Lands for administering Western Australian pastoral leases in accordance with Part 7 of the Act.

The Pastoral Lands Board held six meetings this financial year.

Position	Name	Type of remuneration	Period of membership	Base salary/ sitting fees	Gross remuneration	Meetings attended
Chairperson	Timothy Shackleton	Per annum	12 months	\$31,750	\$35,288	6
Board Member Pastoral Interest	Wendy Brockhurst	Sitting Fee	12 months	\$825 full day \$537 half day	\$8,958	6
Board Member Pastoral Interest	Leane (Alys) McKeough	Sitting Fee	12 months	\$825 full day \$537 half day	\$10,989	6
Board Member Aboriginal Interest	Eric (Lawford) Benning	Sitting Fee	12 months	\$825 full day \$537 half day	\$7,262	6
Board Member Conservation Interest	Kim Eckert	Sitting Fee	12 months	\$825 full day \$537 half day	\$6,717	6
Board Member Pastoral Interest	Timothy Meecham	Sitting Fee	12 months	\$825 full day \$537 half day	\$10,669	6
Director General, DPLH	Anthony Kannis	Nil (Ex-officio)	12 months	N/A	-	-
Proxy DPLH	Matt Darcey	Nil (Ex-officio)	N/A	N/A	-	6
Director General, DPIRD	Heather Brayford	Nil (Ex-officio)	12 months	N/A	-	-
Proxy DPIRD	Eamonn McCabe	Nil (Ex-officio)	N/A	N/A	-	1
Proxy DPIRD	Cecilia McConnell	Nil (Ex-officio)	N/A	N/A	-	4

Aboriginal Affairs Planning Authority

The *Aboriginal Affairs Planning Authority Act 1972* (AAPA Act) makes provision for the establishment of an AAPA and an Aboriginal Affairs Advisory Council to provide consultative and other services for the economic, social, and cultural advancement of Aboriginal people in Western Australia. The ALT is also established under section 20 of the AAPA Act and is responsible for holding and managing approximately 21 million hectares of land (the ALT estate) for the benefit of Aboriginal people. For more information including 2024-25 highlights, performance management and board remuneration please refer to the AAPA Annual Report 2024-25.

Western Australian Planning Commission

The WAPC has statewide responsibility for urban, rural and regional integrated strategic and statutory land use planning and land development, working in conjunction with both State and local governments. The WAPC and its committees are established under the *Planning and Development Act 2005*. For more information including 2024-25 highlights, performance management, and committee remuneration please refer to the WAPC Annual Report 2024-25.

Aboriginal Lands Trust

For information on the ALTs remuneration refer to the AAPA Annual Report 2024-25.

Heritage Council of Western Australia

The HCWA is the State Government’s advisory and statutory body on heritage matters. It determines the Department’s historic heritage strategy and policies, makes key decisions on places to be entered into the State Register of Heritage Places, and provides specialist advice relating to the development of heritage places. It is established under the *Heritage Act 2018*. For more information including 2024-25 highlights, performance management, and committee remuneration please refer to the HCWA Annual Report 2024-25.



Auditor General

INDEPENDENT AUDITOR'S REPORT

2025

Department of Planning, Lands and Heritage

To the Parliament of Western Australia

Report on the audit of the financial statements

Opinion

I have audited the financial statements of the Department of Planning, Lands and Heritage (Department) which comprise:

- the statement of financial position as at 30 June 2025, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended
- administered schedules comprising the administered assets and liabilities as at 30 June 2025 and administered income and expenses by service for the year then ended
- notes comprising a summary of material accounting policies and other explanatory information.

In my opinion, the financial statements are:

- based on proper accounts and present fairly, in all material respects, the operating results and cash flows of the Department for the year ended 30 June 2025 and the financial position as at the end of that period
- in accordance with Australian Accounting Standards (applicable to Tier 2 Entities), the *Financial Management Act 2006* and the Treasurer's Instructions.

Basis for opinion

I conducted my audit in accordance with the Australian Auditing Standards. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of my report.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of the Director General for the financial statements

The Director General is responsible for:

- keeping proper accounts
- preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards (applicable to Tier 2 Entities), the *Financial Management Act 2006* and the Treasurer's Instructions

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- such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Director General is responsible for:

- assessing the entity’s ability to continue as a going concern
- disclosing, as applicable, matters related to going concern
- using the going concern basis of accounting unless the Western Australian Government has made policy or funding decisions affecting the continued existence of the Department.

Auditor’s responsibilities for the audit of the financial statements

As required by the *Auditor General Act 2006*, my responsibility is to express an opinion on the financial statements. The objectives of my audit are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.

A further description of my responsibilities for the audit of the financial statements is located on the Auditing and Assurance Standards Board website. This description forms part of my auditor’s report and can be found at https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf

Report on the audit of controls

Opinion

I have undertaken a reasonable assurance engagement on the design and implementation of controls exercised by the Department. The controls exercised by the Department are those policies and procedures established to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities have been in accordance with the State’s financial reporting framework (the overall control objectives).

In my opinion, in all material respects, the controls exercised by the Department are sufficiently adequate to provide reasonable assurance that the controls within the system were suitably designed to achieve the overall control objectives identified as at 30 June 2025, and the controls were implemented as designed as at 30 June 2025.

The Director General’s responsibilities

The Director General is responsible for designing, implementing and maintaining controls to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property and the incurring of liabilities are in accordance with the *Financial Management Act 2006*, the Treasurer’s Instructions and other relevant written law.

Auditor General’s responsibilities

As required by the *Auditor General Act 2006*, my responsibility as an assurance practitioner is to express an opinion on the suitability of the design of the controls to achieve the overall control objectives and the implementation of the controls as designed. I conducted my engagement in accordance with Standard on Assurance Engagements ASAE 3150 *Assurance Engagements on Controls* issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements and plan and perform my procedures to obtain reasonable assurance about whether, in all material respects, the controls are suitably designed to achieve the overall control objectives and were implemented as designed.

An assurance engagement involves performing procedures to obtain evidence about the suitability of the controls design to achieve the overall control objectives and the implementation of those controls. The procedures selected depend on my judgement, including an assessment of the risks that controls are not suitably designed or implemented as designed. My procedures included testing the implementation of those controls that I consider necessary to achieve the overall control objectives.

I believe that the evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Limitations of controls

Because of the inherent limitations of any internal control structure, it is possible that, even if the controls are suitably designed and implemented as designed, once in operation, the overall control objectives may not be achieved so that fraud, error or non-compliance with laws and regulations may occur and not be detected. Any projection of the outcome of the evaluation of the suitability of the design of controls to future periods is subject to the risk that the controls may become unsuitable because of changes in conditions.

Report on the audit of the key performance indicators

Opinion

I have undertaken a reasonable assurance engagement on the key performance indicators of the Department for the year ended 30 June 2025 reported in accordance with the *Financial Management Act 2006* and the Treasurer’s Instructions (legislative requirements). The key performance indicators are the Under Treasurer-approved key effectiveness indicators and key efficiency indicators that provide performance information about achieving outcomes and delivering services.

In my opinion, in all material respects, the key performance indicators report of the Department for the year ended 30 June 2025 is in accordance with the legislative requirements, and the key performance indicators are relevant and appropriate to assist users to assess the Department’s performance and fairly represent indicated performance for the year ended 30 June 2025.

Other matter

Restatement of prior actual results

The Department has restated its prior year actual results of key efficiency indicator ‘Average cost per visitor to Fremantle Prison’ for the reporting year 2021-22, 2022-23 and 2023-24 as the way that the KPI is calculated has been amended. My opinion is not modified in respect of this matter.

The Director General's responsibilities for the key performance indicators

The Director General is responsible for the preparation and fair presentation of the key performance indicators in accordance with the *Financial Management Act 2006* and the Treasurer's Instructions and for such internal controls as the Director General determines necessary to enable the preparation of key performance indicators that are free from material misstatement, whether due to fraud or error.

In preparing the key performance indicators, the Director General is responsible for identifying key performance indicators that are relevant and appropriate, having regard to their purpose in accordance with Treasurer's Instruction 3 Financial Sustainability – Requirement 5: Key Performance Indicators.

Auditor General's responsibilities

As required by the *Auditor General Act 2006*, my responsibility as an assurance practitioner is to express an opinion on the key performance indicators. The objectives of my engagement are to obtain reasonable assurance about whether the key performance indicators are relevant and appropriate to assist users to assess the entity's performance and whether the key performance indicators are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. I conducted my engagement in accordance with Standard on Assurance Engagements ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information* issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements relating to assurance engagements.

An assurance engagement involves performing procedures to obtain evidence about the amounts and disclosures in the key performance indicators. It also involves evaluating the relevance and appropriateness of the key performance indicators against the criteria and guidance in Treasurer's Instruction 3 Financial Sustainability - Requirement 5 for measuring the extent of outcome achievement and the efficiency of service delivery. The procedures selected depend on my judgement, including the assessment of the risks of material misstatement of the key performance indicators. In making these risk assessments, I obtain an understanding of internal control relevant to the engagement in order to design procedures that are appropriate in the circumstances.

I believe that the evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

My independence and quality management relating to the report on financial statements, controls and key performance indicators

I have complied with the independence requirements of the *Auditor General Act 2006* and the relevant ethical requirements relating to assurance engagements. In accordance with ASQM 1 *Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements*, the Office of the Auditor General maintains a comprehensive system of quality management including

documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Other information

The Director General is responsible for the other information. The other information is the information in the entity's annual report for the year ended 30 June 2025, but not the financial statements, key performance indicators and my auditor's report.

My opinions on the financial statements, controls and key performance indicators do not cover the other information and accordingly I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, controls and key performance indicators my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and key performance indicators or my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I did not receive the other information prior to the date of this auditor's report. When I do receive it, I will read it and if I conclude that there is a material misstatement in this information, I am required to communicate the matter to those charged with governance and request them to correct the misstated information. If the misstated information is not corrected, I may need to retract this auditor's report and re-issue an amended report.

Matters relating to the electronic publication of the audited financial statements and key performance indicators

This auditor's report relates to the financial statements and key performance indicators of the Department of Planning, Lands and Heritage for the year ended 30 June 2025 included in the annual report on the Department's website. The Department's management is responsible for the integrity of the Department's website. This audit does not provide assurance on the integrity of the Department's website. The auditor's report refers only to the financial statements, controls and key performance indicators described above. It does not provide an opinion on any other information which may have been hyperlinked to/from the annual report. If users of the financial statements and key performance indicators are concerned with the inherent risks arising from publication on a website, they are advised to contact the entity to confirm the information contained in the website version.



Sandra Labuschagne
Deputy Auditor General
Delegate of the Auditor General for Western Australia
Perth, Western Australia
28 October 2025



Department of Planning,
Lands and Heritage



Certification of financial statements

for the year ended 30 June 2025

The accompanying financial statements of the Department of Planning, Lands and Heritage have been prepared in compliance with the provisions of the *Financial Management Act 2006* from proper accounts and records to present fairly the financial transactions for the reporting period ended 30 June 2025 and the financial position as at 30 June 2025.

At the date of signing, we are not aware of any circumstances which would render the particulars included within the financial statements misleading or inaccurate.

Anthony Kannis PSM
Director General
Department of Planning, Lands and Heritage
28 October 2025

Tina Fu
Acting Chief Finance Officer
Department of Planning, Lands and Heritage
28 October 2025

Department of Planning, Lands and Heritage Statement of comprehensive income for the year ended 30 June 2025

	Notes	2025 \$'000	2024 \$'000
COST OF SERVICES			
Expenses			
Employee benefits expenses	2.1	145,208	131,536
Supplies and services	2.4	68,528	53,805
Depreciation and amortisation expenses	4.1.1, 4.2.1, 4.3	5,774	3,316
Finance costs	6.3	90	67
Accommodation expenses	2.4	9,323	8,989
Grants and subsidies	2.3	37,711	17,939
Cost of sales		207	190
Impairment of land and buildings	2.5	-	4,224
Other expenses	2.4	24,511	25,928
Total cost of services		291,352	245,994
INCOME			
User charges and fees	3.2	4,677	7,400
Sales	3.3	4,559	4,250
Rental revenue	3.4	2,860	3,829
Commonwealth grants and contributions	3.5	678	730
Grants and subsidies	3.6	5,000	91
Other income	3.7	4,173	715
Total Income		21,947	17,015
Net cost of services		269,405	228,979
Income from State Government			
Service appropriation	3.1	219,549	149,500
Income received from other public sector entities		54,732	54,106
Services received free of charge		9,569	9,352
Royalties for Regions Fund		6,809	5,818
Total income from State Government		290,659	218,776
Surplus/(deficit) for the period		21,254	(10,203)
OTHER COMPREHENSIVE INCOME/(LOSS)			
Items not reclassified subsequently to profit or loss			
Changes in asset revaluation surplus/(deficit)	8.9	2,122	(1,051)
Total other comprehensive income/(loss)		2,122	(1,051)
Total comprehensive income/(loss) for the period		23,376	(11,254)

The statement of comprehensive income should be read in conjunction with the accompanying notes.

Department of Planning, Lands and Heritage

Statement of financial position

as at 30 June 2025

	Notes	2025 \$'000	2024 \$'000
ASSETS			
Current assets			
Cash and cash equivalents	6.1	73,476	41,841
Restricted cash and cash equivalents	6.1	1,166	657
Inventories		59	66
Receivables	5.1	8,609	7,202
Other current assets	5.3	4,217	4,821
Total current assets		87,527	54,587
Non-current assets			
Receivables	5.1	3,770	3,166
Amounts receivable for services	5.2	66,603	57,593
Property, plant and equipment	4.1	294,495	289,139
Intangible assets	4.2	22,915	20,297
Right-of-use assets	4.3	1,287	1,213
Total non-current assets		389,070	371,408
Total assets		476,597	425,995
LIABILITIES			
Current liabilities			
Payables	5.4	17,153	7,765
Lease liabilities	6.2	409	628
Employee related provisions	2.2	31,943	28,865
Other current liabilities	5.5	3,392	6,407
Provisions	5.6	401	702
Total current liabilities		53,298	44,367
Non-current liabilities			
Payables	5.4	54	-
Lease liabilities	6.2	937	627
Employee related provisions	2.2	3,737	3,597
Total non-current liabilities		4,728	4,224
Total liabilities		58,026	48,591
Net assets		418,571	377,404
EQUITY			
Contributed equity	8.9	307,500	289,709
Reserves	8.9	151,584	149,462
Accumulated deficit		(40,513)	(61,767)
Total equity		418,571	377,404

The statement of financial position should be read in conjunction with the accompanying notes.

Department of Planning, Lands and Heritage

Statement of changes in equity

for the year ended 30 June 2025

	Notes	Contributed equity \$'000	Reserves \$'000	Accumulated deficit \$'000	Total equity \$'000
Balance at 1 July 2023		253,308	150,513	(51,564)	352,257
Deficit		-	-	(10,203)	(10,203)
Other comprehensive loss		-	(1,051)	-	(1,051)
Total comprehensive loss for the period		-	(1,051)	(10,203)	(11,254)
Transactions with owners in their capacity as owners:					
Capital appropriations		19,854	-	-	19,854
Other contributions by owners		17,622	-	-	17,622
Distributions to owners		(1,075)	-	-	(1,075)
Total		36,401	-	-	36,401
Balance at 30 June 2024		289,709	149,462	(61,767)	377,404
Balance at 1 July 2024		289,709	149,462	(61,767)	377,404
Surplus		-	-	21,254	21,254
Other comprehensive income		-	2,122	-	2,122
Total comprehensive income for the period		-	2,122	21,254	23,376
Transactions with owners in their capacity as owners:					
Capital appropriations		8,344	-	-	8,344
Other contributions by owners		10,047	-	-	10,047
Distributions to owners		(600)	-	-	(600)
Total		17,791	-	-	17,791
Balance at 30 June 2025	8.9	307,500	151,584	(40,513)	418,571

The statement of changes in equity should be read in conjunction with the accompanying notes.

Department of Planning, Lands and Heritage

Statement of cash flows

for the year ended 30 June 2025

	Notes	2025 \$'000	2024 \$'000
CASH FLOWS FROM THE STATE GOVERNMENT			
Service appropriation		210,539	143,646
Capital appropriations		8,344	19,854
Capital contributions from Treasury Special Purpose Accounts		10,047	17,622
Funds from other public sector entities		58,101	54,738
Royalties for Region Fund		6,809	5,818
Net cash provided by State Government		293,840	241,678
Utilised as follows:			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee benefits expenses		(141,928)	(128,299)
Supplies and services		(50,601)	(43,402)
Finance costs		(90)	(67)
Accommodation		(8,656)	(8,480)
Grants and subsidies		(33,722)	(18,188)
GST payments on purchases		(10,753)	(9,399)
GST payments to taxation authority		-	(1,213)
Other payments		(24,635)	(21,061)
RECEIPTS			
Sales of goods and services		4,557	4,246
User charges and fees		4,591	7,397
Commonwealth grants and contributions		678	730
GST receipts on sales		1,033	1,299
GST receipts from taxation authority		9,720	8,262
Other receipts		3,796	5,285
Net cash used in operating activities		(246,010)	(202,890)
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments			
Purchase of non-current assets		(14,299)	(18,592)
Net cash used in investing activities		(14,299)	(18,592)
CASH FLOWS FROM FINANCING ACTIVITIES			
Payments			
Lease payments		(783)	(491)
Payment to accrued salaries account		(604)	(308)
Net cash used in financing activities		(1,387)	(799)
Net increase in cash and cash equivalents		32,144	19,397
Cash and cash equivalents at the beginning of the period		42,498	25,959
Adjustment for the reclassification of accrued salaries account		-	(2,858)
Cash and cash equivalents at the end of the period	6.1	74,642	42,498

The statement of cash flows should be read in conjunction with the accompanying notes.

Department of Planning, Lands and Heritage

Administered schedules

for the year ended 30 June 2025

Administered income and expenses

	Notes	2025 \$'000	2024 \$'000
INCOME			
For transfer:			
Sale of land ^(a)		11,483	19,347
Rent revenue		30,462	24,472
Reserve transfers ^(b)	10.1	263,004	56,247
Revaluation increment	10.1	221,738	-
Other income		1,039	2,067
Other revenue		8,259	3,047
Total administered income		535,985	105,180
EXPENSES			
Employee expenses		344	843
Revaluation decrement	10.1	-	189,322
Impairment land		98	74
Depreciation		3,130	3,262
Cost of goods sold ^(a)		23,684	41,647
Payments to Consolidated Account ^(c)		48,419	42,663
Reserve transfers ^(b)	10.1	232,365	31,114
Other expenses		5,172	2,960
Total administered expenses		313,212	311,885

^(a) Sale of administered Crown land and buildings is reported as a net loss on disposal of fixed assets as outlined below:

Proceeds from disposal of land	11,483	19,347
Cost of disposal of land (at fair value less cost to sell)	(23,684)	(41,647)
Net loss on disposal	(12,201)	(22,300)

^(b) Transfer of reserves to/from government, local government and corporations under management orders.

^(c) This reflects Crown land lease and sale proceeds that were transferred or owing to the State Government Consolidated Account during the year.

Further explanations of variances are contained in Note 10.1 ‘Explanatory Statement for Administered Income and Expenses’.

Department of Planning, Lands and Heritage Administered schedules

for the year ended 30 June 2025

Administered assets and liabilities

	2025 \$'000	2024 \$'000
CURRENT ASSETS		
Cash and cash equivalents	29,483	24,161
Receivables	10,728	7,581
Prepayments	-	24
Land and buildings classified as held for sale	460	826
Total administered current assets	40,671	32,592
NON-CURRENT ASSETS		
Land at fair value ^(a)	2,979,009	2,445,321
Buildings at fair value	7,713	12,255
Infrastructure at cost (less accumulated depreciation)	102,349	105,443
Easements at cost	18,215	18,286
Total administered non-current assets	3,107,286	2,581,305
Total administered assets	3,147,957	2,613,897
CURRENT LIABILITIES		
Payables	3,863	4,178
Contract liabilities	3,862	1,616
Employee provisions	137	204
Other liabilities	1,415	358
Other provisions ^(b)	5,556	2,073
Total administered current liabilities	14,833	8,429
NON-CURRENT LIABILITIES		
Employee provisions	23	16
Other provisions ^(b)	39,708	39,383
Total administered non-current liabilities	39,731	39,399
Total administered liabilities	54,564	47,828

^(a) Land is measured at fair value based on independent valuations provided by the Western Australian Land Information Authority (Landgate). The valuations were performed during the year ended 30 June 2025.

Fair value has been determined on the basis of current market value where an active market exists or current use where no market exists and/or the current land use is specialised in nature. Revaluations are made with sufficient regularity to ensure that the carrying value of land does not differ materially from its fair value at the reporting date.

The fair value of land for the current financial year has increased significantly following a revaluation conducted by Landgate in accordance with *AASB 2022-10 Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-For-Profit Public Sector Entities*, where the land that was previously valued on a high restricted use are now valued based on their actual use.

^(b) Other provisions relate to native title, contaminated sites and for amounts payable to other State Government entities for land transactions.

Department of Planning, Lands and Heritage Notes to financial statements

for the year ended 30 June 2025

1. Basis of preparation

The Department of Planning, Lands and Heritage (the Department) is a Government not-for-profit entity controlled by the State of Western Australia, which is the ultimate parent.

A description of the nature of its operations and its principal activities has been included in the ‘Overview,’ which does not form part of these financial statements.

These annual financial statements were authorised for issue by the Director General of the Department on 28 October 2025.

Statement of compliance

The financial statements are general purpose financial statements which have been prepared in accordance with Australian Accounting Standards (AAS) – Simplified Disclosures, the Conceptual Framework and other authoritative pronouncements issued by the Australian Accounting Standards Board (AASB) as modified by Treasurer’s Instructions. Some of these pronouncements are modified to vary their application and disclosure.

The *Financial Management Act 2006* and Treasurer’s Instructions, which are legislative provisions governing the preparation of financial statements for agencies, take precedence over AASB pronouncements. Where an AASB pronouncement is modified and has had a significant financial effect on the reported results, details of the modification and the resulting financial effect are disclosed in the notes to the financial statements.

Basis of preparation

These financial statements are presented in Australian dollars applying the accrual basis of accounting and using the historical cost convention. Certain balances will apply a different measurement basis (such as the fair value basis). Where this is the case the different measurement basis is disclosed in the associated note. All values are rounded to the nearest thousand dollars (\$’000) unless otherwise stated.

Accounting for Goods and Services Tax (GST)

- Income, expenses and assets are recognised net of the amount of GST, except that the:
- (a) amount of GST incurred by the Department as a purchaser that is not recoverable from the Australian Taxation Office (ATO) is recognised as part of an asset’s cost of acquisition or as part of an item of expense; and
 - (b) receivables and payables are stated with the amount of GST included.

Cash flows are included in the statement of cash flows on a gross basis. However, the GST components of cash flows arising from investing and financing activities that are recoverable from, or payable to, the ATO are classified as operating cash flows.

Contributed equity

AASB Interpretation 1038 *Contributions by Owners Made to Wholly Owned Public Sector Entities* requires transfers in the nature of equity contributions, other than as a result of a restructure of administrative arrangements, as designated as contributions by owners (at the time of, or prior to, transfer) be recognised as equity contributions. Capital appropriations have been designated as contributions by owners by Treasurer’s Instruction 955 *Contributions by Owners Made to Wholly Owned Public Sector Entities* and have been credited directly to contributed equity.

Administered items

The Department administers, but does not control, certain activities and functions for and on behalf of Government that do not contribute to the Department’s services or objectives. It does not have discretion over how it utilises the transactions in pursuing its own objectives.

Transactions relating to the administered activities are not recognised as the Department’s income, expenses, assets and liabilities, but are disclosed in the accompanying schedules as ‘Administered income and expenses’ and ‘Administered assets and liabilities’.

The accrual basis of accounting and applicable AAS has been adopted.

Comparative information

Except when an AAS permits or requires otherwise, comparative information is presented in respect of the previous period for all amounts reported in the financial statements. AASB 1060 *General Purpose Financial Statements – Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities* provides relief from presenting comparatives for:

- (a) Property, plant and equipment reconciliations;
- (b) Intangible asset reconciliations; and
- (c) Right-of-use asset reconciliations.

Comparative amounts are reclassified unless the reclassification is impracticable.

Certain comparative figures have been reclassified to conform with the presentation adopted for the current period and if considered significant, the Department will separately disclose:

- the nature of the reclassification;
- the amount of each item or class of items that is reclassified; and
- the reason for the reclassification.

Judgements and estimates

Judgements, estimates and assumptions are required to be made about financial information being presented. The significant judgements and estimates made in the preparation of these financial statements are disclosed in the notes where amounts affected by those judgements and/or estimates are disclosed. Estimates and associated assumptions are based on professional judgements derived from historical experience and various other factors that are believed to be reasonable under the circumstances.

2. Use of our funding

Expenses incurred in the delivery of services

This section provides additional information about how the Department’s funding is applied and the accounting policies that are relevant for an understanding of the items recognised in the financial statements. The primary expenses incurred by the Department in achieving its objectives and the relevant notes are:

	Notes
Employee benefits expenses	2.1
Employee related provisions	2.2
Grants and subsidies	2.3
Other expenses	2.4
Impairment losses for land and buildings	2.5

2.1 Employee benefits expenses

	2025 \$'000	2024 \$'000
Short-term employee benefits	130,234	118,999
Termination benefits	281	-
Superannuation - defined contribution plans	14,693	12,537
Total employee benefits expenses	145,208	131,536
Add: AASB 16 Non-monetary benefits (not included in employee benefits expense)	688	575
Less: Employee contributions (refer to Note 3.7 Other Income)	(139)	(77)
Net employee benefits	145,757	132,034

Employee benefits include wages, salaries, social contributions, accrued and paid leave entitlements and paid sick leave and non-monetary benefits recognised under accounting standards other than AASB 16 Leases (AASB 16) (such as medical care, housing, cars and free or subsidised goods or services) for employees.

Termination benefits are payable when employment is terminated before normal retirement date, or when an employee accepts an offer of benefits in exchange for the termination of employment. Termination benefits are recognised when the Department is demonstrably committed to terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or providing termination benefits as a result of an offer made to encourage voluntary redundancy. Benefits falling due more than 12 months after the end of the reporting period are discounted to present value.

Superannuation is the amount recognised in profit or loss of the Statement of comprehensive income and comprises employer contributions paid to the Gold State Super (concurrent contributions), West State Super, other Government Employees Superannuation Board (GESB) schemes or other superannuation funds.

AASB 16 Non-monetary benefits are non-monetary employee benefits, predominantly relating to the provision of vehicle and housing benefits that are recognised under AASB 16 and are excluded from the employee benefits expense.

Employee contributions are contributions made to the Department by employees towards employee benefits that have been provided by the Department. This includes both AASB 16 and non-AASB 16 employee contributions.

2.2 Employee related provisions

	2025 \$'000	2024 \$'000
CURRENT		
Employee benefits provisions		
Annual leave	12,820	12,041
Long service leave	16,370	14,293
Deferred salary scheme	154	146
	29,344	26,480
Other provisions		
Employment on-costs	2,599	2,385
Total current employee-related provisions	31,943	28,865
NON-CURRENT		
Employee benefits provisions		
Long service leave	3,452	3,311
Other provisions		
Employment on-costs	285	286
Total non-current employee-related provisions	3,737	3,597
Total employee-related provisions	35,680	32,462

Provision is made for benefits accruing to employees in respect of annual leave and long service leave for services rendered up to the reporting date and recorded as an expense during the period the services are delivered.

Annual leave liabilities are classified as current as there is no right at the end of the reporting period to defer settlement for at least 12 months after the reporting period. The provision for annual leave is calculated at the present value of expected payments to be made in relation to services provided by employees up to the reporting date.

Long service leave liabilities are unconditional long service leave provisions and are classified as current liabilities as the Department does not have the right at the end of the reporting period to defer settlement of the liability for at least 12 months after the reporting period.

Pre-conditional and conditional long service leave provisions are classified as non-current liabilities because the Department has the right to defer the settlement of the liability until the employee has completed the requisite years of service.

The provision for long service leave is calculated at present value as the Department does not expect to wholly settle the amounts within 12 months. The present value is measured taking into account the present value of expected future payments to be made in relation to services provided by employees up to the reporting date. These payments are estimated using the remuneration rate expected to apply at the time of settlement and discounted using market yields at the end of the reporting period on national government bonds with terms to maturity that match, as closely as possible, the estimated future cash outflows.

Deferred salary scheme liabilities are classified as current where there is no right at the end of the reporting period to defer settlement for at least 12 months after the reporting period.

Employment on-costs involve settlements of annual and long service leave liabilities that give rise to the payment of employment on-costs including workers’ compensation insurance. The provision is the present value of expected future payments.

Employment on-costs, including workers’ compensation insurance premiums, are not employee benefits and are recognised separately as liabilities and expenses when the employment to which they relate has occurred. Employment on-costs are included as part of Note 2.4 Other Employee Expenses and are not included as part of the Department’s employee benefits expense. The related liability is included in employment on-costs provision.

	2025 \$'000	2024 \$'000
Employment on-costs provision		
Carrying amount at start of period	2,671	2,743
Additional provisions recognised	213	(72)
Carrying amount at end of period	2,884	2,671

Key sources of estimation uncertainty – long service leave

Key estimates and assumptions concerning the future are based on historical experience and various other factors that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year.

- Several estimates and assumptions are used in calculating the Department’s long service leave provision. These include:
- expected future salary rates;
 - discount rates;
 - employee retention rates; and
 - expected future payments.

Changes in these estimations and assumptions may impact on the carrying amount of the long service leave provision. Any gain or loss following revaluation of the present value of long service leave liabilities is recognised as employee benefits expense.

2.3 Grants and subsidies

	2025 \$'000	2024 \$'000
Recurrent		
Government agencies	12,003	9,008
Local Government	6,087	1,467
Community grants	241	322
Non-government organisations	8,222	2,589
Other	11,158	4,553
Total grants and subsidies	37,711	17,939

Transactions in which the Department provides goods, services, assets (or extinguishes a liability) or labour to another party without receiving approximately equal value in return are categorised as grant or subsidy expenses. These payments or transfers are recognised at fair value at the time of the transaction and are recognised as an expense in the reporting period in which they are paid. They include transactions such as grants, subsidies, personal benefit payments made in cash to individuals, other transfer payments made to public sector agencies, local government, non-government schools and community groups.

2.4 Other expenses

	2025 \$'000	2024 \$'000
Supplies and services		
Advertising and public relations	581	756
Minor equipment purchases	187	270
Leases and hire charges	258	264
Travel and passenger transport	1,009	1,033
Communications	1,259	1,180
Consultants and contractors	59,090	45,609
Insurance	917	332
Utilities expenses	1,569	1,472
Supplies and services - other	3,658	2,889
Total supplies and services expenses	68,528	53,805
Accommodation expenses		
Office rental	8,544	8,509
Repairs and maintenance	307	16
Cleaning	472	464
Total accommodation expenses	9,323	8,989
Other expenditure		
Compensation payments - Native Title	289	2,532
Repairs and maintenance	17,948	15,713
Other employee expenses	1,483	1,262
Expected credit losses expense	221	-
Write-off other assets	13	13
Revaluation decrement	2,203	2,702
Net loss on disposal of non-current assets	-	2,224
Other	2,354	1,482
Total other expenditure	24,511	25,928
Total other expenses	102,362	88,722

Supplies and services are recognised as an expense in the reporting period in which they are incurred. The carrying amounts of any materials held for distribution are expensed when the materials are distributed.

Office rental is expensed as incurred as Memorandum of Understanding Agreements between the Department and various government agencies for the leasing of office accommodation contain significant substitution rights. Included within lease rentals are short-term and low value leases of up to \$5,000 – please refer to Note 6.2 Lease Liabilities.

Other operating expenses generally represent the day-to-day running costs incurred in normal operations.

Repairs, maintenance and cleaning costs are recognised as expenses as incurred, except where they relate to the replacement of a significant component of an asset. In that case, the costs are capitalised and depreciated.

Expected credit losses is recognised for movement in allowance for impairment of trade receivables. Please refer to Note 5.1 for movement in the allowance for impairment of trade receivables.

Other employee expense includes workers’ compensation insurance and various employment on-costs. Liabilities for annual and long service leave on-costs are disclosed in Note 2.2 Employee Related Provisions. Superannuation contributions related to leave provisions are treated as employee benefits and excluded from employment on-costs.

2.5 Impairment losses for land and buildings

	2025 \$'000	2024 \$'000
Impairment losses for land	-	3,161
Impairment losses for buildings	-	1,063
Total impairment losses for land and buildings	-	4,224

Impairment losses for buildings are recognised in the Statement of Comprehensive Income. Where a land or building asset measured at cost is written down to a recoverable amount, an impairment loss is recognised in profit or loss. Please refer to Note 4.1 for guidance in relation to the impairment assessment and refer to Note 9.1-D for a comprehensive explanation of variance between 2025 and 2024.

3. Our funding sources

How we obtain our funding

This section provides additional information about how the Department obtains its funding and the relevant accounting policy notes that govern the recognition and measurement of this funding. The primary income received by the Department and the relevant notes are:

	Notes
Income from State Government	3.1
User charges and fees	3.2
Sales	3.3
Rental revenue	3.4
Commonwealth grants and contributions	3.5
Grants and subsidies	3.6
Other Income	3.7

3.1 Income from State Government

	2025 \$'000	2024 \$'000
Appropriation received during the period:		
Service appropriation	219,549	149,500
Total service appropriation received	219,549	149,500
Services received free of charge from other State Government agencies during the period:		
Landgate - land data and aerial imagery	6,559	6,122
State Solicitor's Office - legal services	1,820	2,287
Department of Finance - accommodation services	587	693
Department of Transport - technical reviews	46	37
Main Roads WA - planning and technical services	153	14
Department of Primary Industries and Regional Development - spatial data	17	9
Department of Water and Environmental Regulation (DWER) - ground water data	379	190
Department of Education – WA Tomorrow Working Group	3	-
Department of Health – epidemiology directorate data	5	-
Total services received	9,569	9,352
Royalties for Regions Fund:		
Regional Community Services Account ^(a)	6,809	5,818
Total Royalties for Regions Fund	6,809	5,818
Income received from other public sector entities:		
Recoupable expense and fees for services rendered ^(b)	52,975	46,069
Western Australian Planning Commission (WAPC) ^(c)	1,757	2,048
Main Roads WA ^(d)	-	5,465
Department of the Premier and Cabinet ^(e)	-	524
Total Income received from other public sector entities	54,732	54,106
Total income from State Government	290,659	218,776

^(a) The Regional Community Services Accounts are sub-funds within the over-arching ‘Royalties for Regions Fund.’ The recurrent funds are committed to projects and programs in Western Australia’s regional areas and are recognised as income when the Department receives the funds. The Department has assessed Royalties for Regions agreements and concludes that they are not within the scope of AASB 15 *Revenue from Contracts with Customers* as they do not meet the ‘sufficiently specific’ criterion.

^(b) The Department provides various services to the WAPC on an annual and ongoing basis in exchange for funding agreed in accordance with the published budget of the Department and the WAPC. Revenue is recognised when it can be reliably measured.

^(c) The Department received \$1.757 million (2024: \$2.048 million) of contribution from the WAPC for various projects such as Planning Reform \$479k (2024: \$476k), State Design Review Panel \$778k (2024: \$772k) and Major Projects Facilitation \$500k (2024: \$800k).

^(d) The Department received \$nil (2024: \$5.465 million) from Main Roads WA in relation to the Metronet Station Precincts Infrastructure Fund.

^(e) The Department received \$nil (2024: \$0.524 million) from the Department of the Premier and Cabinet for Aboriginal Heritage Partnership Projects.

Service appropriations are recognised as income at the fair value of consideration received in the period in which the Department gains control of the appropriated funds. The Department gains control of the appropriated funds at the time those funds are deposited in the bank account or credited to the holding account held at Treasury.

Income from other public sector entities is recognised as income when the Department has satisfied its performance obligations under the funding agreement. If there is no performance obligation, income will be recognised when the Department receives the funds.

Services received from other State Government agencies are recognised as income equivalent to the fair value of assets received, or the fair value of services received that can be reliably determined and which would have been purchased if not donated.

Summary of consolidated account appropriations
for the year ended 30 June 2025

	Estimate \$'000	Actual \$'000	Variance \$'000
Delivery of Services			
Item 92 Net amount appropriated to deliver services	207,494	219,088	11,594
Amount Authorised by Other Statutes			
- <i>Salaries and Allowances Act 1975</i>	461	461	-
Total service appropriations	207,955	219,549	11,594
Capital			
Item 160 Capital appropriations	7,339	8,344	1,005
Grand total	215,294	227,893	12,599

3.2 User charges and fees

Revenue is recognised for the major activities as follows:

	2025 \$'000	2024 \$'000
Fees	4,417	7,250
User charges	260	150
Total user fees and charges	4,677	7,400

Revenue is recognised at the transaction price when the Department transfers control of the services to customers.

Revenue is recognised at a point-in-time for Development Assessment Panel applications and Crown licence option fees. The performance obligations for these user fees and charges are satisfied when services have been provided.

3.3 Sales

	2025 \$'000	2024 \$'000
Fremantle Prison tours, conferences and parking sales	4,150	3,865
Sale of goods	409	385
Total	4,559	4,250

Revenue is recognised at the transaction price when the Department transfers control of the goods or services to customers.

3.4 Rental revenue

	2025 \$'000	2024 \$'000
Pastoral land rent	2,860	3,829
Total rental revenue	2,860	3,829

Effective from the 2024-25 financial year, under the *Land Administration Act 1997*, pastoral land rent is now adjusted annually based on the Consumer Price Index (CPI), with a full market rent review conducted by Landgate every 10 years, with the next review to occur in the 2027-28 financial year.

3.5 Commonwealth grants and contributions

	2025 \$'000	2024 \$'000
Commonwealth contributions		
Indian Ocean Territories ^(a)	678	643
Department of Industry, Science and Resources ^(b)	-	87
Total Commonwealth contributions	678	730

^(a) Land use planning services and Crown land administration for the Cocos (Keeling) Islands.

^(b) The grant is to improve conservation, preservation and access to the National Heritage List for Fremantle Prison and other heritage sites. This grant concluded last year.

3.6 Grants and subsidies

	2025 \$'000	2024 \$'000
Recurrent grants - other government agencies		
METRONET - High Wycombe and Redcliffe Precinct ^(a)	-	91
Ellenbrook Aquatic Facility ^(b)	5,000	-
Total grants and subsidies	5,000	91

^(a) Funding is to manage the delivery of a connector road at High Wycombe and extend Central Avenue in Redcliffe.

^(b) The Department is administering a Financial Assistance Agreement with the City of Swan on behalf of the State Government to jointly fund the development of the Ellenbrook Aquatic Facility.

For non-reciprocal grants, the Department recognises revenue when the grant is receivable at its fair value as and when its fair value can be reliably measured.

The grants have been recognised in their entirety upon receipt as the only condition applying to its use is how it can be expended and it is not subject to performance measures in terms of service delivery.

3.7 Other income

	2025 \$'000	2024 \$'000
Other ^(a)	4,034	638
Employee contributions ^(b)	139	77
Total other income	4,173	715

Other income is recognised at the transaction price when the Department transfers control of the services to customers.

Other income is recognised for the major activities as follows:

^(a) Includes recoups of expenditure, bank interest, royalties and reversal of prior year provisions. Please refer to Note 9.1-G for an explanation of variance between 2025 and 2024.

^(b) Income received by the Department from subleasing of right-of-use assets relates to lease payments received from operating leases. The Department has leased a number of right-of-use assets from the Government Regional Officer Housing (GROH), which it subleases out to employees at a subsidised rate. Information on the Department’s leasing arrangements with GROH can be found in Note 2.1.

4. Key assets

Assets the Department utilises for economic benefit or service potential

This section includes information regarding the key assets the Department utilises to gain economic benefits or provide service potential. The section sets out both the key accounting policies and financial information about the performance of these assets:

	Notes
Property, plant and equipment	4.1
Intangibles	4.2
Right-of-use assets	4.3

4.1 Property, plant and equipment

Reconciliations of the carrying amounts of property, plant and equipment at the beginning and end of the reporting period are set out in the table below:

	Land \$'000	Buildings \$'000	Computers and Office Equipment \$'000	Furniture and Fittings \$'000	Work in Progress \$'000	Total \$'000
Gross carrying amount at 1 July 2024	257,238	26,624	7,172	1,011	2,536	294,581
Accumulated depreciation at 1 July 2024	-	(6)	(5,083)	(353)	-	(5,442)
Carrying amount at 1 July 2024	257,238	26,618	2,089	658	2,536	289,139
Additions	3,157	418	776	51	2,843	7,245
Transfer to fixed assets	-	2,884	-	578	(3,462)	-
Transfers to State of Western Australia	(600)	-	-	-	-	(600)
Revaluation increments through reserves ^(a)	2,122	-	-	-	-	2,122
Revaluation decrements through profit and or loss ^(b)	-	(2,203)	-	-	-	(2,203)
Depreciation	-	(10)	(1,090)	(108)	-	(1,208)
Carrying amount at 30 June 2025	261,917	27,707	1,775	1,179	1,917	294,495
Gross carrying amount at 30 June 2025	261,917	27,708	7,948	1,593	1,917	301,083
Accumulated depreciation at 30 June 2025	-	(1)	(6,173)	(414)	-	(6,588)

^(a) The revaluation increments are primarily driven by a reassessment of the Fremantle Prison Reserve’s fair value (\$4 million increment) following a change in valuation methodology due to a prospective application of AASB 2022-10 that places greater emphasis on the land’s service potential and utility, rather than its previous classification and associated restrictions. The increment was partially offset by a reduction of \$2 million in the valuation of landslip affected Mira Mar land properties.

^(b) The revaluation decrements are attributed to two key factors:

- Fremantle Prison Building – the revised valuation reflects the fair value of a heritage listed building considering its depreciated replacement cost and adjusted for obsolescence (\$1.794 million decrement).
- 7C Anzac Road Mira Mar – the valuation reflects the identified geotechnical risk (landslip), which has led to the building component being assessed as having no recoverable value (\$0.408 million decrement).

Initial recognition

Items of property, plant and equipment costing \$5,000 or more are measured initially at cost. Where an asset is acquired for no or nominal cost, the cost is valued at its fair value at the date of acquisition. Items of property, plant and equipment costing less than \$5,000 are immediately expensed direct to the statement of comprehensive income (other than where they form part of a group of similar items that are significant in total).

Subsequent measurement

Subsequent to initial recognition of an asset, the revaluation model is used for the measurement of:

- land; and
- buildings.

Land is carried at fair value.

Buildings are carried at fair value less accumulated depreciation and accumulated impairment losses.

All other property, plant and equipment are stated at historical cost less accumulated depreciation and accumulated impairment losses.

Land and buildings are independently valued annually by Landgate and recognised annually to ensure that the carrying amount does not differ materially from the asset’s fair value at the end of the reporting period.

Land and buildings were revalued as at 1 July 2024 by Landgate. The valuations were performed during the year ended 30 June 2025 and recognised at 30 June 2025.

In accordance with the prospective application of AASB 2022-10 *Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-For-Profit Public Sector Entities*, an assessment of current use building assets was conducted. No professional and project management fees were added to the current replacement cost provided by Landgate for the current use buildings as no assets met the more than \$1 million criteria.

Valuation techniques and inputs

Level 2 assets:

Fair values of non-current assets held for sale and market type land and buildings (office accommodation) are derived using the market approach. Market evidence of sales prices of comparable assets in close proximity is used to determine price per square metre.

Level 3 assets:

Land assets

Fair value for high restricted use land is based on comparison with market evidence for land with low level utility. The relevant comparators of land with low level utility are selected by Landgate and represents the application of a significant Level 3 input in this valuation technique. The fair value measurement is sensitive to values of comparator land, with higher values of comparator land correlating with higher estimated fair values of land.

Fair value for low restricted use land is based on market value, using market evidence of sales of comparable land that is unrestricted less restoration costs to return the site to a vacant and marketable condition (low restricted use land).

Building assets

Fair value for current use buildings is determined by reference to the cost of replacing the remaining future economic benefits embodied in the asset. Current replacement cost is generally determined by reference to the market observable replacement cost of a substitute asset of comparable utility and the gross project size specifications, adjusted for obsolescence. Obsolescence encompasses physical deterioration, functional (technological) obsolescence and economic (external) obsolescence.

Valuation using current replacement cost utilises the significant Level 3 input of obsolescence estimated by Landgate. The fair value measurement is sensitive to the estimate of obsolescence, with higher values of the estimate correlating with lower estimated fair values of buildings.

In addition, professional and project management fees estimated and added to the current replacement costs provided by Landgate for current use buildings represent significant Level 3 inputs used in the valuation process. The fair value of these assets will increase with a higher level of professional and project management fees.

Basis of valuation

In the absence of market-based evidence, due to the specialised nature of some non-financial assets, these assets are valued at Level 3 of the fair value hierarchy on a current use basis (presumed to be the highest and best use), which recognises that restrictions or limitations have been placed on their use and disposal when they are not determined to be surplus to requirements. These restrictions are imposed by virtue of the assets being held to deliver a specific community service.

4.1.1 Depreciation and impairment

	2025 \$'000	2024 \$'000
Depreciation charge		
Buildings	10	7
Computers and office equipment	1,090	917
Furniture and fittings	108	90
Total depreciation charge	1,208	1,014

As at 30 June 2025, no impairment was recognised on property, plant and equipment. There were no indications of impairment to other property, plant and equipment.

Please refer to Note 4.2.1 for guidance in relation to the impairment assessment that has been performed for intangible assets.

Impairment

Non-financial assets, including items of plant and equipment, are tested for impairment whenever there is an indication that the asset may be impaired. Where there is an indication of impairment, the recoverable amount is estimated. Where the recoverable amount is less than the carrying amount, the asset is considered impaired and is written down to the recoverable amount and an impairment loss is recognised.

Where an asset measured at cost is written down to its recoverable amount, an impairment loss is recognised through profit or loss.

Where a previously revalued asset is written down to its recoverable amount, the loss is recognised as a revaluation decrement through other comprehensive income.

As the Department is a not-for-profit entity, the recoverable amount of regularly revalued specialised assets is anticipated to be materially the same as fair value.

If there is an indication that there has been a reversal in impairment, the carrying amount shall be increased to its recoverable amount. However, this reversal should not increase the asset’s carrying amount above what would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised in prior years.

The risk of impairment is generally limited to circumstances where an asset’s depreciation is materially understated, where the replacement cost is falling or where there is a significant change in useful life. Each relevant class of assets is reviewed annually to verify that the accumulated depreciation or amortisation reflects the level of consumption or expiration of the asset’s future economic benefits and to evaluate any impairment risk from declining replacement costs.

Useful lives

All property, plant and equipment having a limited useful life are systematically depreciated over their estimated useful lives in a manner that reflects the consumption of their future economic benefits. The exception to this rule includes assets held for sale or distribution to owners and land.

Depreciation is generally calculated on a straight-line basis, at rates that allocate the asset’s value, less any estimated residual value, over its estimated useful life. Typical estimated useful lives for the different asset classes for current and prior years are included in the table below:

Asset	Useful life
Buildings	10 to 40 years
Software ^(a)	2 to 5 years
Computer hardware	3 to 10 years
Office and other equipment	5 to 10 years
Furniture and fittings	6 to 10 years
Infrastructure	20 to 40 years
Buildings – Heritage or Culture	Not apply

^(a) Software that is integral to the operation of related hardware.

The estimated useful lives, residual values and depreciation method are reviewed at the end of each annual reporting period and adjustments made where appropriate.

Land, which is considered to have an indefinite life, is not depreciated. Depreciation is not recognised in respect of land because its service potential has not, in any material sense, been consumed during the reporting period.

4.2 Intangible assets

	Computer Software \$'000	Work in Progress \$'000	Total \$'000
Gross carrying amount at 1 July 2024	32,164	3,570	35,734
Accumulated depreciation at 1 July 2024	(15,437)	-	(15,437)
Carrying amount at 1 July 2024	16,727	3,570	20,297
Additions	-	6,586	6,586
Transfer of work in progress	1,229	(1,229)	-
Amortisation expense	(3,968)	-	(3,968)
Carrying amount at 30 June 2025	13,988	8,927	22,915
Gross carrying amount at 30 June 2025	33,393	8,927	42,320
Accumulated depreciation at 30 June 2025	(19,405)	-	(19,405)

Initial recognition

Acquisitions of intangible assets costing \$5,000 or more and internally generated intangible assets at a minimum of \$5,000 are capitalised. Costs incurred below these thresholds are immediately expensed directly to the statement of comprehensive income.

Intangible assets are initially recognised at cost. For assets acquired at no cost or for nominal cost, the cost is their fair value at the date of acquisition.

Subsequent measurement

The cost model is applied for subsequent measurement of intangible assets, requiring the asset to be carried at cost less any accumulated amortisation and accumulated impairment losses.

4.2.1 Amortisation and impairment

	2025 \$'000	2024 \$'000
Amortisation charge		
Computer software	3,968	1,794
Total amortisation charge	3,968	1,794

As at 30 June 2025, there were no indications of impairment of intangible assets. The Department held no goodwill or intangible assets with an indefinite useful life during the reporting period.

Amortisation of finite life intangible assets is calculated on a straight-line basis at rates that allocate the asset’s value over its estimated useful life. All intangible assets controlled by the Department have a finite useful life and zero residual value. Estimated useful lives are reviewed annually.

The estimated useful lives for each class of intangible asset are:

Asset	Useful life
Software ^(a)	2 to 5 years

^(a) Software that is not integral to the operation of any related hardware.

Impairment of intangible assets

Intangible assets with indefinite useful lives are tested for impairment annually or when an indication of impairment is identified.

The policy in connection with testing for impairment is outlined in Note 4.1.1.

4.3 Right-of-use assets

	Buildings \$'000	Vehicles \$'000	Total \$'000
Gross carrying amount at 1 July 2024	585	1,542	2,127
Accumulated depreciation at 1 July 2024	(181)	(733)	(914)
Carrying amount at 1 July 2024	404	809	1,213
Additions	35	662	697
Remeasurements ^(a)	89	20	109
Disposals	(71)	(63)	(134)
Depreciation	(297)	(301)	(598)
Carrying amount at 30 June 2025	160	1,127	1,287
Gross carrying amount at 30 June 2025	520	1,844	2,364
Accumulated depreciation at 30 June 2025	(360)	(717)	(1,077)

^(a) The reme-ement of right-of-use assets is a result of lease term reassessments, including adjustments initiated by State Fleet, which revised the future lease payments and the corresponding lease liability.

The Department has leases for vehicles and residential housing. The Department subleases residential housing to employees at a subsidised rate. The Department recognises lease payments from operating leases as income on a straight-line basis over the term of the lease.

The Department has also entered into Memorandum of Understanding Agreements with the Department of Finance for the leasing of office accommodation. These are not recognised under AASB 16 *Leases* because of substitution rights held by the Department of Finance and are accounted for as an expense as incurred.

The Department has secured the right-of-use assets against the related lease liabilities. In the event of default, the rights to the leased assets will revert to the lessor.

This section should be read in conjunction with Note 6.2.

Initial recognition

At the commencement date of the lease, the Department recognises right-of-use assets and a corresponding lease liability for most leases. The right-of-use assets are measured at cost comprising:

- the amount of the initial measurement of lease liability;
- any lease payments made at or before the commencement date less any lease incentives received;
- any initial direct costs; and
- restoration costs, including dismantling and removing the underlying asset.

The corresponding lease liabilities in relation to these right-of-use assets have been disclosed in Note 6.2.

The Department has elected not to recognise right-of-use assets and lease liabilities for short-term leases (with a lease term of 12 months or less) and low value leases (with an underlying value of \$5,000 or less). Lease payments associated with these leases are expensed over a straight-line basis over the lease term.

Subsequent measurement

The cost model is applied for subsequent measurement of right-of-use assets, requiring the asset to be carried at cost less any accumulated depreciation and accumulated impairment losses and adjusted for any re-measurement of lease liability.

Depreciation and impairment

Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the underlying assets.

If ownership of the leased asset transfers to the Department at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

The Department shall measure the right-of-use assets at cost less any accumulated depreciation and any accumulated impairment losses. The Department shall apply AASB 136 *Impairment of Assets* to determine and account for impairment losses.

Right-of-use assets are tested for impairment when an indication of impairment is identified. The policy in connection with testing for impairment is outlined in Note 4.1.

As at 30 June 2025 there were no indications of impairment of right-of-use assets.

This section should be read in conjunction with Note 6.2.

5. Other assets and liabilities

This section sets out those assets and liabilities that arose from the Department’s controlled operations and includes other assets utilised for economic benefits and liabilities incurred during normal operations:

	Notes
Receivables	5.1
Amounts receivable for services	5.2
Other assets	5.3
Payables	5.4
Other liabilities	5.5
Provisions	5.6

5.1 Receivables

	2025 \$'000	2024 \$'000
Current		
Trade receivables	7,160	5,600
Allowance for impairment of receivables	(257)	(36)
GST receivable	1,603	1,564
	8,506	7,128
Loans and advances		
Other debtors	103	74
Total current	8,609	7,202
Non-current		
Accrued Salaries account ^(a)	3,770	3,166
Total non-current	3,770	3,166
Total receivables	12,379	10,368
Reconciliation of changes in the allowance for impairment of trade receivables:		
Opening balance	(36)	(148)
Expected credit losses expense	(221)	112
Balance at end of period	(257)	(36)

^(a) Funds transferred to the Department of Treasury for the purpose of meeting the 27th pay in a reporting period that generally occurs every 11 years. This account is classified as non-current except for the year before the 27th pay year.

Receivables are recognised at original invoice amount less any allowances for uncollectible amounts (i.e. impairment). The carrying amount of net trade receivables is equivalent to fair value as it is due for settlement within 30 days. The Department does not hold any collateral or other credit enhancements as security for receivables. Includes \$6.3 million (2023-24: \$4.6 million) receivable from the WAPC for services provided.

Allowance for impairment of receivables are recognised as an allowance for expected credit losses (ECLs) on receivables that are not held at fair value through profit or loss. The ECLs are based on the difference between the contractual cash flows and the cash flows that the entity expects to receive, discounted at the original effective interest rate. Individual receivables are written off when the Department has no reasonable expectations of recovering the contractual cash flows.

For trade receivables, the Department recognises an allowance for ECLs measured at the lifetime expected credit losses at each reporting date. The Department has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment. Please refer to Note 2.4 for the amount of ECLs expensed in this reporting period.

5.2 Amounts receivable for services (Holding Account)

	2025 \$'000	2024 \$'000
Non-current	66,603	57,593
Total amounts receivable for services at end of period	66,603	57,593

Amounts receivable for services represent the non-cash component of service appropriations. The amounts receivable for services are financial assets at amortised cost and are considered not impaired (i.e. there is no expected credit loss of the holding account). It is restricted in that it can only be used for asset replacement or payment of leave liability.

The Department receives funding on an accrual basis. The appropriations are paid partly in cash and partly as an asset (holding account receivable). The accrued amount receivable is accessible on the emergence of the cash funding requirement to cover leave entitlements and asset replacement.

5.3 Other assets

	2025 \$'000	2024 \$'000
Current		
Prepayments	4,217	4,737
Accrued Income	-	84
Total other assets	4,217	4,821

Other non-financial assets include prepayments that represent payments in advance of receipt of goods or services or that part of expenditure made in one accounting period covering a term extending beyond that period.

Unsettled current year land purchases are recognised when the Department has paid consideration for purchases of land, but ownership has not yet passed from the seller to the Department.

5.4 Payables

	2025 \$'000	2024 \$'000
Current		
Trade payables	2,056	786
Retention Money Held	178	-
Accrued expenses	11,052	3,219
Accrued salaries	3,867	3,760
Total current payables	17,153	7,765
Non-current		
Retention Money Held	54	-
Total non-current payables	54	-
Total payables	17,207	7,765

Payables are recognised at the amounts payable when the Department becomes obliged to make future payments as a result of a purchase of assets or services. The carrying amount is equivalent to fair value, as settlement for goods, services, works and construction are generally made within 15-20 days for payables under \$1 million, and within 30 days for payables over \$1 million.

Retention money held represents a portion of contractual payments retained by the Department to ensure the completion of contractual obligations in accordance with agreed terms. Upon fulfilment of the specified conditions, retention money is released to the contractor following either the practical completion date or the final completion date, as stipulated in the contract. The Department considers the carrying amount of retention money held to approximate its fair value.

Accrued expenses increased significantly from the prior year, primarily due to costs related to two new major capital projects initiated in the 2024-25 financial year: the Perth Convention and Exhibition Centre (PCEC) Project Definition Phase and the High Wycombe Community Hub.

Accrued salaries represent the amount due to staff but unpaid at the end of the reporting period. Accrued salaries are settled within a fortnight of the reporting period end. The Department considers the carrying amount of accrued salaries to be equivalent to its fair value.

5.5 Other liabilities

	2025 \$'000	2024 \$'000
Current		
Unearned revenue	443	441
Other current liabilities	2,858	5,935
Receipts on account	91	31
Total other liabilities	3,392	6,407

Unearned revenue includes rental income received in advance.

Other current liabilities include pastoral lease rental income received in advance and onerous contract provision for properties effected by the Mira Mar landslide. Onerous contracts are recognised when the unavoidable costs under contracts exceed the economic benefits expected to be received.

Receipts on account include deposits received in advance.

5.6 Provisions

Pastoral lease - compensation

	2025 \$'000	2024 \$'000
Current		
Compensation payments	401	702
Total provisions at end of period	401	702
Movement in compensation payments:		
Opening balance	702	1,034
Additional/(reversals of) provisions recognised	(301)	-
Payments	-	(332)
Balance at end of period	401	702

Under the *Land Administration Act 1997* the Department has a legal or constructive obligation to compensate on discontinuation of an existing pastoral lease.

A provision for compensation is recognised when:

- there is a present obligation where continuing lease expires and is not further continued;
- it is probable that an outflow of economic benefits will be required to settle the obligation; and
- the amount of the provision can be measured reliably.

The provision for future compensation costs is determined by Landgate to be the market value on the date of expiry of any lawful improvements existing on the land under the lease. Future compensation costs are reviewed annually and any changes in the determination are reflected in the present value of the remediation provision at each reporting date.

6. Financing

This section sets out the material balances and disclosures associated with the financing and cashflows of the Department.

	Notes
Cash and cash equivalents and restricted cash and cash equivalents	6.1
Leases liabilities	6.2
Finance costs	6.3
Capital commitments	6.4

6.1 Cash and cash equivalents and restricted cash and cash equivalents

	2025 \$'000	2024 \$'000
Cash and cash equivalents	73,476	41,841
Restricted cash and cash equivalents:		
Current		
Indian Ocean Territories Service Level Agreement	110	264
Kalumburu Roads	227	227
Remote Indigenous Housing West Kimberley Tripartite Forum	150	150
Royalties for Regions - Remote Essential and Municipal Services	480	-
Royalties for Regions Fund (Lands)	199	16
Total current restricted cash and cash equivalents	1,166	657
Total cash and cash equivalents and restricted cash and cash equivalents	74,642	42,498

For the purpose of the statement of cash flows, cash and cash equivalents (and restricted cash and cash equivalents) assets comprise cash on hand and short-term deposits with original maturities of three months or less that are readily convertible to a known amount of cash and which are subject to insignificant risk of changes in value.

6.2 Lease liabilities

	2025 \$'000	2024 \$'000
Current	409	628
Non-current	937	627
Total lease liabilities	1,346	1,255

At the commencement date of the lease, the Department recognises a lease liability, measured at the present value of lease payments to be made over the lease term. The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, the Department uses the incremental borrowing rate provided by Western Australian Treasury Corporation.

Lease payments included by the Department as part of the present value calculation of lease liability include:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable;
- variable lease payments that depend on an index or a rate initially measured using the index or rate as at the commencement date;
- amounts expected to be payable by the lessee under residual value guarantees;
- the exercise price of purchase options (where these are reasonably certain to be exercised);
- payments for penalties for terminating a lease, where the lease term reflects the Department exercising an option to terminate the lease; and
- periods covered by extension or termination options are only included in the lease term by the Department if the lease is reasonably certain to be extended (or not terminated).

The interest on the lease liability is recognised in profit or loss over the lease term so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period. Lease liabilities do not include any future changes in variable lease payments (that depend on an index or rate) until they take effect, in which case the lease liability is reassessed and adjusted against the right-of-use asset.

Variable lease payments, not included in the measurement of lease liability, that are dependent on sales are recognised by the Department in profit or loss in the period in which the condition that triggers those payments occurs.

Subsequent measurement

Lease liabilities are measured by increasing the carrying amount to reflect interest on the lease liabilities; reducing the carrying amount to reflect the lease payments made and remeasuring the carrying amount at amortised cost, subject to adjustments to reflect any reassessment or lease modifications.

This section should be read in conjunction with Note 4.3.

The total cash outflow for leases in 2024-25 was \$783k (2023-24: \$491k).

The following leases expenses have been recognised in the statement of comprehensive income:

	2025 \$'000	2024 \$'000
Lease interest expense	90	67
Expenses relating to variable lease payments not included in lease liabilities	2	-
Short-term leases	95	107
Low-value leases	7	35
Losses/(gains) arising from sale and leaseback transactions	(2)	(1)

Short-term leases with a lease term of 12 months or less are recognised on a straight-line basis unless the lessor is an agency within the Western Australian public sector.

Low-value leases with an underlying value of \$5,000 or less are recognised on a straight-line basis.

Variable lease payments that are not included in the measurement of the lease liability are recognised in the period in which the event or condition that triggers those payments occurs.

6.3 Finance costs

	2025 \$'000	2024 \$'000
Lease interest expense	90	67
Total finance costs expensed	90	67

Finance costs include the interest component of lease liability repayments.

6.4 Capital commitments

Capital expenditure commitments, being contracted capital expenditure additional to the amounts reported in the financial statements, are payable as follows:

	2025 \$'000	2024 \$'000
Within one year	3,816	13,770
Later than one year and not later than five years	43	-
Total capital commitments	3,859	13,770

7. Financial instruments and contingencies

This note sets out the key risk management policies and measurement techniques of the Department.

	Notes
Financial instruments	7.1
Contingent liabilities	7.2

7.1 Financial instruments

The carrying amounts of each of the following categories of financial assets and financial liabilities at the end of the reporting period are:

	2025 \$'000	2024 \$'000
Financial assets		
Cash and cash equivalents	73,476	41,841
Restricted cash and cash equivalents	1,166	657
Financial assets at amortised cost ^(a)	77,379	66,397
Total financial assets	152,021	108,895
Financial liabilities		
Financial liabilities at amortised cost ^(b)	18,553	9,020
Total financial liabilities	18,553	9,020
Net financial assets	133,468	99,875

^(a) The amount of financial assets at amortised cost excludes GST recoverable from the ATO (statutory receivable).

^(b) The amount of financial liabilities at amortised cost excludes GST payable to the ATO (statutory payable).

7.2 Contingent liabilities

Contingent liabilities are not recognised in the statement of financial position but are disclosed and, if quantifiable, are measured at the best estimate. Contingent liabilities are presented inclusive of GST receivable or payable, respectively.

The following contingent liabilities are excluded from the liabilities included in the financial statements:

	2025 \$'000	2024 \$'000
Claims and litigations in progress	15,090	15,500
Total contingent liabilities	15,090	15,500

8. Other disclosures

This section includes additional material disclosures required by accounting standards or other pronouncements, for the understanding of this financial report.

	Notes
Events occurring after the end of the reporting period	8.1
Changes in accounting policy	8.2
Key management personnel	8.3
Related party transactions	8.4
Related bodies	8.5
Affiliated bodies	8.6
Special purpose accounts	8.7
Remuneration of auditors	8.8
Equity	8.9
Supplementary financial information	8.10

8.1 Events occurring after the end of the reporting period

Subsequent to the end of the reporting period, in July 2025, the Department administered the transfer of 6 land parcels with a carrying value of \$1.47 million.

The transfer was made to satisfy a commitment under the South West Native Title Settlement Indigenous Land Use Agreement (ILUA) that was registered in 2020-21 financial year. A corresponding provision for this transfer was held on the balance sheet at 30 June 2025.

In accordance with AASB 110 *Events after the Reporting Period*, this transfer is a non-adjusting event. Consequently, the financial effect of this transaction has not been recognised in the financial statements for the year ended 30 June 2025. The derecognition of the asset and settlement of the provision will be brought to account in the 2025-26 financial year.

8.2 Changes in accounting policy

The Department applied for the first time certain standards and amendments which are effective for annual periods beginning on or after 1 July 2024.

The new and revised standards and amendments thereof and interpretations effective for the current financial year that are relevant to the Department are:

- AASB 2020-1-Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current.
- AASB 2022-10-Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities. (Refer to Note 4.1 for the impact on the application of this amendment).

8.3 Key management personnel

The Department has determined key management personnel to include cabinet ministers and senior officers of the Department. The Department does not incur expenditures to compensate Ministers and those disclosures may be found in the Annual Report on State Finances.

The total fees, salaries, superannuation, non-monetary benefits and other benefits for senior officers of the Department for the reporting period are presented within the following bands:

Compensation band (\$)	2025	2024
500,001 - 550,000	-	1
450,001 - 500,000	1	-
250,001 - 300,000	3	1
200,001 - 250,000	4	4
150,001 - 200,000	1	-
100,001 - 150,000	-	2
50,001 - 100,000	-	1
	9	9
	2025 \$'000	2024 \$'000
Total compensation of senior officers	2,339	2,088

Total compensation includes the superannuation expense incurred by the Department in respect of senior officers.

8.4 Related party transactions

The Department is a wholly owned public sector entity that is controlled by the State of Western Australia.

Related parties of the Department include:

- all Cabinet ministers and their close family members and their controlled or jointly controlled entities;
- all senior officers and their close family members and their controlled or jointly controlled entities;
- other Departments and statutory authorities, including related bodies, that are included in the whole-of-government consolidated financial statements (i.e. wholly owned public sector entities);
- associates and joint ventures of a wholly owned public sector entity; and
- the GESB.

Material transactions with other related parties

Outside of normal citizen type transactions with the Department, there were no other related party transactions that involved key management personnel and/or their close family members and/or their controlled (or jointly controlled) entities.

Significant transactions with Government-related entities

In conducting its activities, the Department is required to transact with the State and entities related to the State. These transactions are generally based on the standard terms and conditions that apply to all agencies.

Such transactions include:

	Notes
Other expenses including accommodation with other Government agencies	2.4
Services received free of charge from other State Government agencies	3.1
Income received from other public sector entities	3.1
Grants and subsidies received from other Government agencies	3.6
Property, plant and equipment transfer to State of Western Australia	4.1
Remuneration of services provided by the Auditor General	8.8

Within the significant transactions referred to above, the following related party transactions are highlighted:

- Administered liabilities owing to Western Australian Land Authority in relation to land exchanges totalling \$35.07 million (2024: \$34.96 million).

8.5 Related bodies

The Department had no related bodies during the financial year 2024-25 and 2023-24.

8.6 Affiliated bodies

The Department had no affiliated bodies during the financial year 2024-25 and 2023-24.

8.7 Special purpose accounts

Dampier to Bunbury Natural Gas Pipeline Corridor Trust Account (Administered)

This account is established under section 16(1)(b) of *Financial Management Act 2006* for the purpose of holdings funds received pursuant to section 45(2) of the *Dampier to Bunbury Pipeline Act 1997* for application in accordance with section 45(5) of the Act.

	2025 \$'000	2024 \$'000
Balance at start of period	28,243	24,214
Receipts	302	5,340
Payments	(1,551)	(1,311)
Balance at end of period	26,994	28,243

8.8 Remuneration of auditors

Remuneration paid or payable to the Auditor General in respect of the audit for the current financial year is as follows:

	2025 \$'000	2024 \$'000
Auditing the accounts, financial statements, controls and key performance indicators	655	518
Additional fees relating to the 2023-24 financial year audit	80	-
Total	735	518

8.9 Equity

	2025 \$'000	2024 \$'000
Contributed equity		
Balance at start of period	289,709	253,308
Contribution by owners		
Capital appropriations	8,344	19,854
Other contributions by owners	10,047	17,622
Total contributions by owners	18,391	37,476
Distributions to owners		
Land	(600)	(1,075)
Total distributions to owners	(600)	(1,075)
Balance at end of period	307,500	289,709
Asset revaluation surplus		
Balance at the start of period	149,462	150,513
Land	2,122	1,600
Buildings ^(a)	-	(2,651)
Balance at end of period	151,584	149,462

^(a) The revaluation of building assets in the current year resulted in a reduction in asset value, and given that the buildings revaluation reserve is fully exhausted, the full amount of decrement has been recognised in the profit and loss (AASB 116.40). Refer to Note 2.4 for the amount expensed as revaluation decrement.

8.10 Supplementary financial information

(a) Write-offs

During 2024-25 \$13,085 (2023-24: \$12,971) was written off the Department's books under the accountable authority.

(b) Losses through theft, defaults and other causes

During 2024-25 and 2023-24 the Department did not report any losses due to theft, defaults and other causes.

(c) Gifts of public property

There were no gifts of public property provided by the Department during the financial year 2024-25 and 2023-24.

9. Explanatory statements

This explanatory section explains variations in the financial performance of the Department undertaking transactions under its own control, as represented by the primary financial statements.

All variances between annual estimates (original budget) and actual results for 2025, and between the actual results for 2025 and 2024 are shown below. Narratives are provided for key major variances that vary more than 10 per cent from their comparative and that the variation is more than one per cent of the annual estimate for (1) or the previous year actual results for (2) of the following:

- 1) Estimate and actual results for the current year:
- total cost of services of the annual estimates for the statement of comprehensive income and statement of cash flows; and

• total assets of the annual estimate for the statement of financial position.
- 2) Actual results between the current year and the previous year:
- total cost of services of the previous year for the statement of comprehensive income and statement of cash flows; and

• total assets of the previous year for the statement of financial position.

9.1 Statement of comprehensive income variances

		Estimate ¹	Actual	Actual	Variance	Variance
	Variance	2025	2025	2024	between	between
	Note	\$'000	\$'000	\$'000	estimate	actual
					and actual	results for
					\$'000	2025 and
						2024
						\$'000
EXPENSES						
Employee benefits expense	A	135,144	145,208	131,536	10,064	13,672
Supplies and services	B	75,563	68,528	53,805	(7,035)	14,723
Depreciation and amortisation expense		8,488	5,774	3,316	(2,714)	2,458
Finance costs		69	90	67	21	23
Accommodation expenses		10,532	9,323	8,989	(1,209)	334
Grants and subsidies	1, C	70,183	37,711	17,939	(32,472)	19,772
Cost of sales		-	207	190	207	17
Impairment	D	-	-	4,224	-	(4,224)
Other expenses	2	20,454	24,511	25,928	4,057	(1,417)
Total cost of services ²		320,433	291,352	245,994	(29,081)	45,358
INCOME						
User charges and fees	E	6,119	4,677	7,400	(1,442)	(2,723)
Sales		3,591	4,559	4,250	968	309
Rental revenue		2,783	2,860	3,829	77	(969)
Commonwealth grants and contributions		756	678	730	(78)	(52)
Grants and subsidies	3, F	-	5,000	91	5,000	4,909
Other income	4, G	1,180	4,173	715	2,993	3,458
Total income other than income from State Government		14,429	21,947	17,015	7,518	4,932
Net cost of services		306,004	269,405	228,979	(36,599)	40,426
INCOME FROM STATE GOVERNMENT						
Service appropriation	H	207,955	219,549	149,500	11,594	70,049
Income received from other public sector entities		55,061	54,732	54,106	(329)	626
Services received free of charge		11,245	9,569	9,352	(1,676)	217
Royalties for Regions Fund		5,930	6,809	5,818	879	991
Other revenues	5	22,829	-	-	(22,829)	-
Total income from State Government		303,020	290,659	218,776	(12,361)	71,883
Surplus/(deficit) for the period		(2,984)	21,254	(10,203)	24,238	31,457
OTHER COMPREHENSIVE INCOME/(LOSSES)						
Items not reclassified subsequently to profit or loss						
Changes in asset revaluation surplus/(deficit)		-	2,122	(1,051)	2,122	3,173
Total other comprehensive income/(loss)		-	2,122	(1,051)	2,122	3,173
Total comprehensive income/(loss) for the period		(2,984)	23,376	(11,254)	26,360	34,630

¹ These estimates are published in the State Budget 2024-25, Budget Papers No.2 'Budget Statements'.

² The total cost of services is aligned to budget paper however due to reclassifications in the Strategic Information Management System (SIMS) of items between 'supplies and services' and 'other expenses' these may not tie back to budget paper on a standalone basis. The actual costs have also been disclosed in line with SIMS mapping hence the comparison represents the true variance. The same principle applies to Note 9.3 'Statement of Cash Flow Variance'.

Major estimate and actual (2025) variance narratives

1.

Grants and subsidies expenses are lower than budget estimate by \$32.47 million mainly due to a change in estimated cashflows of grant payments, primarily the Infrastructure Development Fund and a delay in the High Wycombe Community Hub Commonwealth milestone payments.
2.

Other expenses are higher than the budget estimate by \$4.06 million driven mainly by the increase in repairs and maintenance.
3.

Grants and Subsidies income is higher than budget estimate by \$5 million due to the transfer of the grant budget for Ellenbrook Aquatic Facilities from the Department of Creative Industries, Tourism and Sport.
4.

Other income is higher than the budget estimate by \$2.99 million mainly due to the reversal of a previously recognised impairment loss on the Mira Mar properties.
5.

Other revenue is lower than budget estimate by \$22.83 million mainly due to the transfer of the Kimberley Recovery Housing and Community Roads Package, along with its associated funding, to the Department of Communities.

Major actual (2025) and comparative (2024) variance narratives

- A.

Employee benefits expenses are higher than the previous year by \$13.67 million due to an increase of approximately four per cent in staff occupancy in actual full-time equivalents (FTE) and four per cent salary increase.
- B.

Supplies and services are higher than the previous year by \$14.72 million mainly due to the engagement of consultants for projects such as Perth Convention and Exhibition Centre Precinct.
- C.

Grants and subsidies are higher than the previous year by \$19.77 million mainly due to an increase in grant payments for projects such as Native Title Capacity Building Program, Ellenbrook Aquatic Facilities and High Wycombe Community Hub.
- D.

Impairment is lower than the previous year by \$4.22 million mainly due to the non-recurrence of two large impairments recognised in the previous year, which made up of \$3.16 million on an onerous contract resulting from the Mira Mar landslides and \$1.06 million on buildings.
- E.

User charges and fees are lower than the previous year by \$2.72 million mainly due to a decrease in Crown Land Licensing Administration Fees and reduction of Aboriginal Cultural Heritage Management Plan fees from the repeal of the *Aboriginal Culture Heritage Act 2021*.
- F.

Grants and subsidies income is higher than the previous year by \$4.91 million mainly due to the transfer of the grant budget for Ellenbrook Aquatic Facilities from the Department of Creative Industries, Tourism and Sport.
- G.

Other income is higher than the previous year by \$3.46 million mainly due to the reversal of a previously recognised impairment loss on the Mira Mar properties.
- H.

Service appropriation is higher than the previous year by \$70.05 million mainly due to the increase in appropriation for various initiatives such as the Infrastructure Development Fund, High Wycombe Community Hub and Perth Convention and Exhibition Centre Precinct.

9.2 Statement of financial position variances

				Variance between estimate and actual	Variance between actual results for 2025 and 2024
	Variance Note	Estimate ¹ 2025 \$'000	Actual 2025 \$'000	Actual 2024 \$'000	\$'000 \$'000
ASSETS					
Current assets					
Cash and cash equivalents		3,456	73,476	41,841	70,020 31,635
Restricted cash and cash equivalents		1,347	1,166	657	(181) 509
Inventories		70	59	66	(11) (7)
Receivables		7,755	8,609	7,202	854 1,407
Other current assets		3,644	4,217	4,821	573 (604)
Total current assets		16,272	87,527	54,587	71,255 32,940
Non-current assets					
Receivables		-	3,770	3,166	3,770 604
Restricted cash and cash equivalents		2,858	-	-	(2,858) -
Amounts receivable for services		66,561	66,603	57,593	42 9,010
Property, plant and equipment	6	330,893	294,495	289,139	(36,398) 5,356
Intangible assets	7	14,208	22,915	20,297	8,707 2,618
Right-of-use assets		-	1,287	1,213	1,287 74
Total non-current assets		414,520	389,070	371,408	(25,450) 17,662
Total assets		430,792	476,597	425,995	45,805 50,602
LIABILITIES					
Current liabilities					
Payables		3,364	17,153	7,765	13,789 9,388
Lease liabilities		443	409	628	(34) (219)
Employee related provisions	8	27,228	31,943	28,865	4,715 3,078
Other current liabilities		6,416	3,392	6,407	(3,024) (3,015)
Provisions		1,034	401	702	(633) (301)
Total current liabilities		38,485	53,298	44,367	14,813 8,931
Non-current liabilities					
Payables		-	54	-	54 54
Lease liabilities		397	937	627	540 310
Employee related provisions		4,869	3,737	3,597	(1,132) 140
Total non-current liabilities		5,266	4,728	4,224	(538) 504
Total liabilities		43,751	58,026	48,591	14,275 9,435
Net assets		387,041	418,571	377,404	31,530 41,167
EQUITY					
Contributed equity		302,970	307,500	289,709	4,530 17,791
Reserves		150,637	151,584	149,462	947 2,122
Accumulated surplus/(deficit)		(66,566)	(40,513)	(61,767)	26,053 21,254
Total equity		387,041	418,571	377,404	31,530 41,167

¹ These estimates are published in the State Budget 2024-25, Budget Papers No.2 'Budget Statements'.

Major estimate and actual (2025) variance narratives

6. Property, plant and equipment are lower than the budget estimate by \$36.40 million mainly due to the transfer of the Kimberley Recovery Housing and Community Roads Package to the Department of Communities and the reclassification of a separate work-in-progress item to intangible assets.
7. Intangible assets are higher than the budget estimate by \$8.71 million mainly due to the budget estimate for work in progress for intangible assets being classified as part of property, plant and equipment.
8. Employee related provisions are higher than budget estimates by \$4.72 million mainly due to leave provision from higher FTE.

Major actual (2025) and comparative (2024) variance narratives

None.

9.3 Statement of cash flows variances

					Variance between estimate and actual	Variance between actual results for 2025 and 2024
	Variance Note	Estimate ¹ 2025 \$'000	Actual 2025 \$'000	Actual 2024 \$'000	\$'000	\$'000
CASH FLOWS FROM THE STATE GOVERNMENT						
Service appropriation	I	198,987	210,539	143,646	11,552	66,893
Capital appropriations	J	7,339	8,344	19,854	1,005	(11,510)
Capital contributions from Treasury Special Purpose Accounts	9, K	4,847	10,047	17,622	5,200	(7,575)
Funds from other public sector entities	10	77,890	58,101	54,738	(19,789)	3,363
Royalties for Regions Fund		5,930	6,809	5,818	879	991
Net cash provided by State Government		294,993	293,840	241,678	(1,153)	52,162
CASH FLOWS FROM OPERATING ACTIVITIES						
Payments						
Employee benefits	L	(134,116)	(141,928)	(128,299)	(7,812)	(13,629)
Supplies and services	11, M	(60,893)	(50,601)	(43,402)	10,292	(7,199)
Finance costs		(69)	(90)	(67)	(21)	(23)
Accommodation		(9,935)	(8,656)	(8,480)	1,279	(176)
Grants and subsidies	12, N	(70,183)	(33,722)	(18,188)	36,461	(15,534)
GST payments on purchases	13	(6,240)	(10,753)	(9,399)	(4,513)	(1,354)
GST payments to taxation authority		-	-	(1,213)	-	1,213
Other payments	14, O	(16,511)	(24,635)	(21,061)	(8,124)	(3,574)
RECEIPTS						
Sales of goods and services		4,444	4,557	4,246	113	311
User charges and fees	P	6,119	4,591	7,397	(1,528)	(2,806)
Commonwealth grants and contributions		756	678	730	(78)	(52)
GST receipts on sales		1,994	1,033	1,299	(961)	(266)
GST receipts from taxation authority	15	4,239	9,720	8,262	5,481	1,458
Other receipts		3,118	3,796	5,285	678	(1,489)
Net cash used in operating activities		(277,277)	(246,010)	(202,890)	31,267	(43,120)
CASH FLOWS FROM INVESTING ACTIVITIES						
Payments						
Purchase of non-current assets	16, Q	(31,853)	(14,299)	(18,592)	17,554	4,293
Net cash used in investing activities		(31,853)	(14,299)	(18,592)	17,554	4,293
CASH FLOWS FROM FINANCING ACTIVITIES						
Payments						
Lease repayments		(513)	(783)	(491)	(270)	(292)
Payment to accrued salaries account		-	(604)	(308)	(604)	(296)
Net cash used in financing activities		(513)	(1,387)	(799)	(874)	(588)
Net increase/(decrease) in cash and cash equivalents		(14,650)	32,144	19,397	46,794	12,747
Cash and cash equivalents at the beginning of the period		22,311	42,498	25,959	20,187	16,539
Accrued salaries cash at the beginning of the period		-	-	(2,858)	-	2,858
Cash and cash equivalents at the end of the period		7,661	74,642	42,498	66,981	32,144

¹ These estimates are published in the State Budget 2024-25, Budget Papers No.2 ‘Budget Statements’.

Major estimate and actual (2025) variance narratives

9. Capital contributions from Treasury Special Purpose Accounts are higher than the budget estimate by \$5.20 million mainly due to an increase in the funding for the Housing Diversity Pipeline and the carryover of Unified Natural Hazard Risk Mitigation Exploratory Decision support system (UNHaRMED).
10. Funds from other public sector agencies is lower than the budget estimate by \$19.79 million mainly due to the delay of the Kimberley Recovery Housing and Community Roads Package where consultation with tenants and management bodies has taken time to gain agreement on rebuild locations and fit outs.
11. Supplies and services expenses are lower than the budget estimate by \$10.29 million mainly due to the delays in engaging consultants for the Perth Convention and Exhibition Centre Precinct.
12. Grants and subsidies expenses are lower than the budget estimate by \$36.46 million mainly due a change in estimated cashflows of grant payments, primarily for the Infrastructure Development Fund and the High Wycombe Community Hub.
13. GST payments on purchases are higher than the budget estimate by \$4.51 million due to increased project activity such as ACHKnowledge and Planning Online systems.
14. Other payments are higher than the budget estimate by \$8.12 million mainly due to increased repairs and maintenance.
15. GST receipts from taxation authority are lower than the budget estimate by \$5.48 million mainly due to higher refunds from payments of taxable supplies.
16. Purchase of non-current assets are lower than the budget estimate by \$17.55 million mainly due to work and funding for the Kimberley Recovery Housing and Community Roads Package currently being managed by the Department of Communities and delays in capital works.

Major actual (2025) and comparative (2024) variance narratives

- I. Service appropriation is higher than the previous year by \$66.89 million mainly due to movements in appropriation for various initiatives such as the Infrastructure Development Fund, High Wycombe Community Hub and Perth Convention and Exhibition Centre Precinct.
- J. Capital appropriations are lower than the previous year by \$11.51 million mainly due to prior year project expenditure for both Mira Mar and the development of the ACHKnowledge IT system.
- K. Capital contributions from the Treasury Special Purpose Account are lower than the previous year by \$7.57 million mainly due to a decrease in actual project activity in the Digital Capability Fund Planning Online project.
- L. Employee benefits payments are higher than the previous year by \$13.63 million mainly due to an increase of approximately four per cent in staff occupancy in actual FTE and the four per cent salary increase.
- M. Supplies and services payments are higher than the previous year by \$7.20 million mainly due to the progress of projects such as Perth Convention and Exhibition Centre Precinct.
- N. Grants and subsidies payments are higher than the previous year by \$15.53 million mainly due to an increase in grant payments for projects such as the Native Title Capacity Building Program, Ellenbrook Aquatic Facilities and High Wycombe Community Hub.
- O. Other payments are higher than the previous year by \$3.57 million mainly due to an increase in repairs and maintenance.
- P. User charges and fees receipts are lower than the previous year by \$2.81 million mainly due to Crown Land Licensing Administration fees and reduction of the Aboriginal Cultural Heritage Management Plan fees due to the repeal of the *Aboriginal Culture Heritage Act 2021*.
- Q. Purchase of non-current assets are lower than the previous year by \$4.29 million mainly due to lower amount spent on the development of the ACHKnowledge and Planning Online systems.

10. Administered disclosures

This section sets out all of the statutory disclosures regarding the financial performance of the Administered operations.

	Notes
Explanatory statement for administered income and expenses	10.1
Contingent liabilities for administered items	10.2

10.1 Explanatory statement for administered income and expenses

This explanatory section explains variations in the financial performance of the Department undertaking transactions that it does not control but has responsibility to the Government for, as detailed in the administered schedules.

All variances between annual estimates and actual results for 2025, and between the actual results for 2025 and 2024 are shown below.

Narratives are provided for major variances which are more than 10 per cent of the comparative and which are more than one per cent of the estimate or the prior year actual of the total administered income in the comparative with the estimate or the prior year actual results respectively.

		Estimate ¹	Actual	Actual	Variance between estimate and actual	Variance between actual results for 2025 and 2024
	Variance Note	2025 \$'000	2025 \$'000	2024 \$'000	\$'000	\$'000
INCOME						
For transfer:						
Sale of land	1, A	15,000	11,483	19,347	(3,517)	(7,864)
Rent revenue	2, B	18,609	30,462	24,472	11,853	5,990
Reserve transfers	3, C	-	263,004	56,247	263,004	206,757
Revaluation increment	4, D	-	221,738	-	221,738	221,738
Other income		13	1,039	2,067	1,026	(1,028)
Other revenue	5, E	1,556	8,259	3,047	6,703	5,212
Total administered income		35,178	535,985	105,180	500,807	430,805
EXPENSES						
Employee expenses	6	965	344	843	(621)	(499)
Revaluation decrement	F	-	-	189,322	-	(189,322)
Impairment land		-	98	74	98	24
Depreciation	7	1,567	3,130	3,262	1,563	(132)
Cost of goods sold	8, G	-	23,684	41,647	23,684	(17,963)
Payments to Consolidated Account	9, H	31,737	48,419	42,663	16,682	5,756
Reserve transfers	10, I	-	232,365	31,114	232,365	201,251
Other expenses	11, J	2,789	5,172	2,960	2,383	2,212
Total administered expenses		37,058	313,212	311,885	276,154	1,327

¹ These estimates are published in the State Budget 2024-25, Budget Papers No.2 'Budget Statements'.

Major estimate and actual (2025) variance narratives

1. Sale of land is lower than budget estimate by \$3.52 million mainly due to a timing difference, the sale of two properties in Bellevue, City of Swan, which were contractually agreed upon, but did not settle until the next 2025-26 financial year.
2. Rent revenue is higher than budget estimate by \$11.85 million mainly due to increased rentals received for Crown land leases than originally budgeted.
3. No budget was allocated to Reserve transfers (income) as it could not be reliably forecast at the commencement of the budget process. However, a significant portion of Reserve transfers (income) for 2024-2025 relates to the transfer of the Spoilbank Marina infrastructure from the Pilbara Ports Authority.
4. No budget was allocated for the revaluation increment as market-driven valuations cannot be reliably forecast. The year-end valuation resulted in a revaluation increment of \$221.74 million.
5. Other revenue increase against budget estimate by \$6.70 million mainly due to the recovery of an overpayment to the Department of Treasury which occurred in 2022-23.
6. Employee expense is lower than budget estimate by \$0.62 million due to major staffing changes that were not reflected in the original budget. The variance occurred because the full salary costs for two employees and the majority of a third were re-allocated to other business units, while a fourth key position remained vacant for most of the financial year.
7. Depreciation is higher than budget estimate by \$1.56 million due to the depreciation for building assets being underestimated.
8. Cost of goods sold is higher than the budget estimate by \$23.68 million mainly due to sale of several high-value land parcels in the Perth metro area, whose carrying values were higher than the estimates used in the budget.
9. Payments to the Consolidated Account is higher than the budget estimate by \$16.68 million mainly due to higher rent revenue.
10. Reserve transfers (expense) are higher than the budget estimate by \$232.37 million due to transfers of Crown land to State Government agencies, local governments, or incorporated community groups from the Department when the management orders are granted, specifically the transfer of the Spoilbank Marina to the Town of Port Hedland and Department of Transport.
11. Other expenses are higher than the budget estimate by \$2.38 million mainly due to the recognition of a new provision for several land parcels committed for transfer under an ILUA.

Major actual (2025) and comparative (2024) variance narratives

- A. Sale of land has decreased by \$7.86 million primarily driven by sales of land assets for nominal values.
- B. Rent revenue has increased by \$5.99 million mainly due to an uplift in rental values on both our General and Special 99 year leases.
- C. Reserve transfers (income) increased by \$206.76 million mainly due to the higher aggregate value of transfers of Crown land from State Government agencies, local governments, or incorporated groups to the Department when the management orders are revoked. A significant portion of this relates to the transfer of the Spoilbank Marina infrastructure from the Pilbara Ports Authority and other high value land assets within the Perth metro area.
- D. A revaluation increment of \$221.74 million has been recognised in 2024-2025, primarily driven by the increase in valuation of current use land assets that was impacted by the application of the AASB 2022-10 as it places emphasis on the utilisation of land assets rather than restrictions imposed on the land. Notably, Perth metro recorded the largest increase contributing a 41 per cent rise (\$219 million) relative to the total revaluation increase.
- E. Other revenue has increased by \$5.21 million is mainly due to the equity injection of \$4.144 million to recover an overpayment to the Department of Treasury that occurred in 2022-23
- F. No revaluation decrement was recognised during 2024-2025 due to an overall increase in the valuation of land assets, resulting in the recognition of a revaluation increment.
- G. Cost of goods sold has decreased by \$17.96 million mainly due to the lower carrying value of the land and building assets sold in the current period, compared to the prior period.
- H. Payments to the Consolidated Account has increased by \$5.76 million mainly due to higher rent revenue.
- I. Reserve transfers (expense) has increased by \$201.51 million due to transfers of Crown land to State Government agencies, local governments, or incorporated community groups from the Department when the management orders are granted, specifically the transfer of the Spoilbank Marina to the Town of Port Hedland and Department of Transport.
- J. Other expenses have increased by \$2.21 million mainly due to the recognition of a new provision for several land parcels committed for transfer under an ILUA.

10.2 Contingent liabilities for administered items

The following contingent liabilities are excluded from the liabilities included in the financial statements.

Indigenous Land Use Agreements

ILUAs are a mechanism under the *Native Title Act 1993* (Cth) (NTA) that can be used as a mechanism for resolving the State Government’s (State) compensation liability for activities that have impacted on native title rights and interests.

The State has entered into ten comprehensive ILUAs with Native Title Bodies, being:

- South West Native Title Settlement (comprised of six ILUAs);
- Yamatji Nation ILUA;
- The Tjiwarl Palyakuwa ILUA;
- The Kariyarra and State ILUA; and
- Wilinggin ILUA – new in 2025.

Under the ten ILUAs are commitments for land outcomes to be delivered from the pool of unallocated Crown land (UCL) and unmanaged reserves (UMR) within the boundaries of each.

South West Native Title Settlement

The Noongar Land Estate under the South West Native Title Settlement refers to the staged handover of up to 320,000 hectares of land, to be drawn from the pool of eligible UCL and UMR. State owned or managed freehold can be included at the discretion of the landowner or manager. As of 30 June 2025, 1,113 hectares of land have been transferred into the Noongar Land Estate, being 89 parcels of UCL and UMR.

Up to 318,887 additional hectares of UCL and UMR may be progressed for transfer on requisite acceptance from the Trustee for the Noongar Boodja Trust. An extension of time to March 2030 to create the Noongar Land Estate through the South West Native Title Settlement has been agreed. Land will be drawn predominantly from the pool of eligible UCL and UMR.

In the 2024-25 financial year, a further eight properties have been committed for inclusion into the Noongar Land Estate. These eight parcels of land have been included as other provisions in the Administered assets and liabilities. Subsequent to the end of the reporting period, on 8 July 2025, the Department successfully completed the transfer of six of these eight properties. This transfer was made to satisfy a commitment under a signed ILUA for which a provision has been recognised as at 30 June 2025. The transfer is a non-adjusting event in accordance with AASB 110 *Events after the Reporting Period*. The financial effect of this transaction, being the derecognition of the land asset and the settlement of the corresponding provision with a carrying value of \$1,472,400, has not been brought to account in the Administered financial statements.

Due to insufficient information regarding land selection, the land transfer timeframe and the market value of the remaining lands (AASB 137 paragraph 10), it is not feasible to be quantified as a provision.

Yamatji Nation ILUA

The Yamatji Land Estate commitment under the Yamatji Nation ILUA is a key deliverable for the State, involving the staged transfer of up to 149,090 hectares of land. The Department is responsible for the delivery of the land’s commitment in the ILUA and works with the regional entity, Yamatji Southern Regional Corporation in the delivery of the Yamatji Land Estate, along with the two landholding bodies. From a total pool of over 1,300 eligible land parcels, 10 of parcels were designated for ‘Yamatji Social, Cultural and/or Economic Benefit’ and transferred via Management Orders (MOs) in August 2024 to the designated land holding body, with 92 parcels of UCL and UMR committed for transfer at the request of land holding bodies. The commitment for these transfers is disclosed as a provision.

Ninety-two parcels of land have been committed and are included in the disclosure as other provisions (please refer to Administered assets and liabilities).

The Tjiwarl Palyakuwa ILUA

The Tjiwarl Palyakuwa ILUA was registered by the National Native Title Tribunal on 22 May 2022. Four pathways exist for the delivery of the Tjiwarl Land Estate, with the only land commitments to date being the First Stage Lands. The Department is working closely with Tjiwarl Aboriginal Corporation to progress the transfer of the first land parcel to create the Tjiwarl Land Estate, which was Logan Springs in August 2024. While 10 land parcels were initially committed for transfer in the 2023-24 financial year, nine of these remain committed in the 2024-25 financial year, with commitment for the final parcel in the next financial year. The transfers of the nine committed parcels have not yet been finalised.

Nine parcels of land have been committed and are included in the disclosure as other provisions (please refer to Administered assets and liabilities).

Due to insufficient information regarding land selection, the land transfer timeframe and the market value of the remaining lands (AASB 137 paragraph 10), it is not feasible to be quantified as a provision.

The Kariyarra and State ILUA

The Kariyarra and State ILUA provided for the expansion of the Port Hedland and residential development in South Hedland in exchange for agreed land tenure outcomes and monetary benefits totalling \$500,000. All ILUA-prescribed payments to the Kariyarra Land Aboriginal Corporation (KLAC) have been made, and most land transfers were completed between 2018 and 2020. The remaining land-related commitments rely on third party consents, or the resolution of complex land tenure matters before they can progress.

Due to insufficient information regarding land selection, the land transfer timeframe and the market value of the remaining lands (AASB 137 paragraph 10), it is not feasible to be quantified as a provision.

Wilinggin ILUA

On 5 June 2025, the State entered into the Wilinggin ILUA with the Wanjina-Wungurr (Native Title) Aboriginal Corporation, a Registered Native Title Body Corporate (RNTBC), and the Wilinggin Aboriginal Corporation (WAC). This agreement will facilitate the transfer of up to 1.4 million hectares of land to the WAC. Relevant to the Department, this transfer includes:

- Two pastoral leases and a portion of a third held by the Indigenous Land and Sea Corporation, comprising 638,400 hectares; and
- 693,000 hectares of UCL.

Twenty-nine parcels of land have been committed and are included in the disclosure as other provisions (please refer to Administered assets and liabilities).

Due to insufficient information regarding land selection, the land transfer timeframe and the market value of the remaining lands (AASB 137 paragraph 10), it is not feasible to be quantified as a provision.

Contaminated sites

Under the *Contaminated Sites Act 2003* (CSA), the Department is required to report known and suspected contaminated sites to the DWER. In accordance with the CSA, DWER classifies these sites on the basis of the risk to human health, the environment and environmental values.

The Department is required to disclose a contingent liability in respect of a site where:

- The site has been classified contaminated – remediation required under the CSA and remediation costs cannot be reliably estimated;
- The site has been classified possibly contaminated – investigation required under the CSA and investigation costs cannot be reliably estimated.

Under section 29 and section 32 of the CSA, the Department (on behalf of the State) is the responsible department for any orphaned contaminated sites and contaminated sites that are re-vested back to the State.

DWER approved a reporting program for the Department under section 12 of the CSA for the systematic identification, inspection, reporting and treatment of suspected contaminated sites on Crown land. Under the section 12 program (revised in 2018), there is a requirement for State Land Officers to inspect 30 suspected contaminated sites on unmanaged Crown land per year.

A new contaminated sites management system (CSMS) was initially implemented in December 2019, with the most recent release implemented in April 2022. The CSMS is able to assess the probability of contamination on Crown land and track the progression of desk checks, inspections and investigations for known or suspected contaminated sites. The CSMS identified ‘sites’ based on single parcel identification numbers (PINS), so there may be several ‘sites’ within one larger UMR or UCL parcel of land.

Following the completion in 2019 of an initial Geographic Information System-based Multi-Criteria Analysis process, approximately 34,680 Crown land sites were identified as representing a potential contamination risk. These lots all required an initial desktop-based review (Desk Check), which identifies sites that require contaminated sites inspections by State Land Officers. In 2024-25, a total of 102 sites were inspected and the Department determined whether the sites required further investigation and subsequent reporting to DWER as a suspected or known contaminated site.

Depending on the availability of funding, the Department then engages qualified environmental consultants and contaminated sites auditors to undertake contaminated sites investigations and remediation works as required. The extent of the Department’s liability can only be quantified when DWER progressively classifies sites under the program. Over time, investigation will be required on each of the sites to clarify whether remediation is required.

The Department recognises provisional liabilities in respect of a site where:

- The site has been classified as possibly contaminated - investigation required or contaminated - remediation required under the CSA;
- The Department is responsible for the site under the CSA; and
- A reliable estimate can be made of the costs of investigation/remediation of the site.


The Wittenoom area is affected by asbestos contamination from historical mining activities. The Wittenoom Asbestos Management Area (WAMA), which covers an area of 46,840 hectares of land and has been classified by DWER in 2008 as a contaminated site. Given the extent of contamination in and around Wittenoom and the sheer size of the site at 46,840 hectares, it is extremely unlikely that the entire WAMA site can be fully remediated and any efforts to achieve partial remediation would require significant investment. In the 2024-25 financial year, investigative works to explore new technologies and remedial options through desktop review is being undertaken, there are no site-works currently being planned or undertaken.

The Department’s position is that for ‘Contaminated, Remediation Required’ classified sites for Wittenoom (169 sites), there is no definitive final remediation outcome or liability confirmed in terms of the Department’s action and the potential for other liable parties to be involved and contribute towards remediation. The Department’s view is that a possible obligation will be raised only when the outcome of remediation action is confirmed and no reliable estimate can be made for these sites. Therefore, a contingent liability should be disclosed as opposed to a provision. This stance has not been changed by the works conducted in the 2024-25 financial year.


During the 2024-25 financial year, seven sites (2024: 7 sites) require remediation or other management and have been classified by DWER as ‘contaminated – remediation required’. These are not Wittenoom sites and provisional liability costs for these sites have been provided for as part of administered other provisions totalling \$4.72 million (2024: \$4.84 million).

A total of 27 sites are classified ‘contaminated – remediation required’. However, it has been determined that the Department is not responsible under the CSA for these sites and has not recognised provisional liabilities for these sites.

In addition, a total of 1,321 sites have been classified by DWER as ‘possibly contaminated - investigation required’ and require formal investigation. The Department has not recognised any provisional liabilities for these sites due to no investigative and remedial works planned, hence the costs cannot be reliably estimated.




Department of Planning,
Lands and Heritage



Certification of key performance indicators

We hereby certify that the key performance indicators are based on proper records, are relevant and appropriate for assisting users to assess the Department of Planning, Lands and Heritage’s performance, and fairly represent the performance of the Department of Planning, Lands and Heritage for the financial year ended 30 June 2025.



Anthony Kannis PSM
Director General
Department of Planning, Lands and Heritage
28 October 2025

The Department’s desired outcomes and key performance indicators

for the year ended 30 June 2025

Relationship to Government goals

The Department is responsible for planning and managing land and heritage for all Western Australians – now and into the future. Through the desired outcomes and services listed below, the Department contributes to the State Government’s goal of ‘Investing in WA’s future: Tackling climate action and supporting the arts, culture and sporting sectors to promote vibrant communities’.

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

The key effectiveness indicators that follow provide information on how well the activities of the Department have contributed to the delivery of its services on the achievement of the desired outcomes. Results are comparable with performance in previous years (where available) and targets published in the Budget Papers. The key efficiency indicators measure the relationship between the services delivered and the resources used to produce the service. An explanation is provided for any variance of more than five per cent from either the target year’s or the previous year’s result. Variances of less than five per cent are considered statistically immaterial.

Outcomes and key effectiveness indicators

Department desired outcome

An effective planning system that supports the development of communities in Western Australia

Effectiveness indicator

Percentage of applications determined within the statutory timeframe

The timely determination of applications is important in supporting the construction industry and the delivery of housing in suitable locations.

The Department and its officers have the delegated authority to determine subdivision and development applications, or endorse deposited and strata plans, on behalf of the Western Australian Planning Commission (WAPC).

Subdivision is the division of land into separate lots but can also include the amalgamation of several lots into a larger lot. For this measure, subdivisions include green title and survey strata subdivisions. A deposited plan defines the boundaries of a green title lot of land while a strata plan contains a detailed pictorial description of lots within a strata arrangement. Development applications detail the proposed development of land. Subdivision applications, deposited and strata plans, and development applications are all determined or endorsed within strategic, legislative and policy frameworks that support the sustainable development of well-planned communities in Western Australia.

This KPI demonstrates the Department’s effectiveness in:

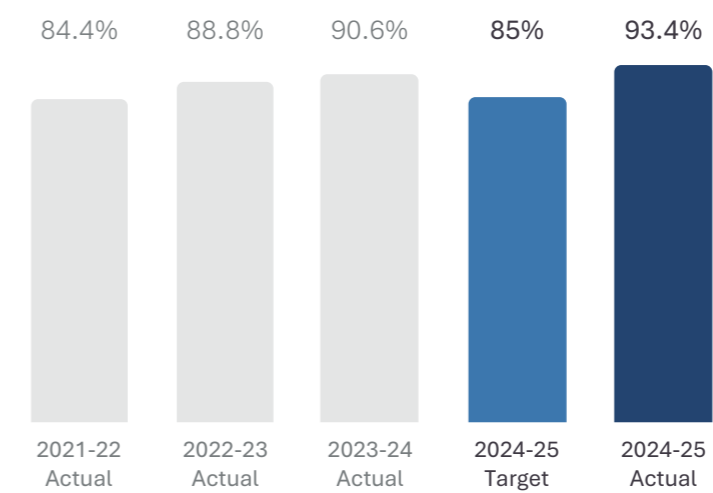
- determining subdivision applications within the 90-day statutory timeframe, or a longer period with an applicant’s written agreement;
- reviewing and endorsing deposited and strata plans within the 30-day statutory timeframe, or a longer period with an applicant’s written agreement – this KPI excludes built strata plans that local governments determine under delegated authority; and
- determining region scheme development applications within these statutory timeframes:
 - 60 days for the metropolitan region or a longer period with an applicant’s written agreement; and
 - 90 days for the Greater Bunbury and Peel regions or a longer period with an applicant’s written agreement.

In 2024-25, the Department:

- determined 91.0 per cent of subdivision applications within the statutory timeframe;
- endorsed 97.8 per cent of deposited and strata plans within the statutory timeframe; and
- determined 81.4 per cent of development applications within the statutory timeframe.

A total of 5,223 applications were received, of which 4,879 were determined within the statutory timeframe.

The following graph shows the combined result for 2024-25.



The percentage of applications determined within the statutory timeframe

Explanation for significant variance

The variance between the 2024-25 actual and the 2024-25 target is mainly due to a higher rate of determinations within statutory timeframes for deposited and strata plans, which positively impacts the overall result. Further, fewer development applications were received during the financial year and referral agencies provided more timely responses. These factors contributed to the increased rate of determination within statutory timeframes.

Effectiveness indicator

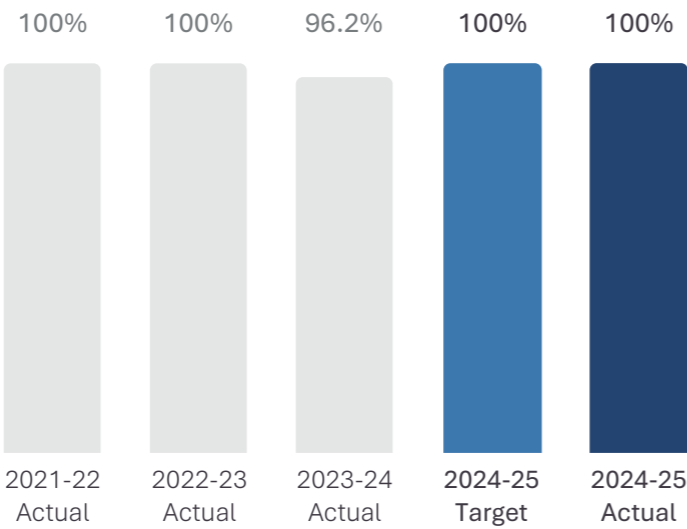
Percentage of finalised appeals (excluding Development Assessment Panels (DAP)) that are not upheld on review by the State Administrative Tribunal (SAT)

The WAPC has delegated some of its decision-making powers to nominated departmental officers to determine or endorse statutory planning applications. In addition, the Department’s officers also make recommendations to the WAPC in relation to statutory planning applications.

Legislation provides certain rights for an applicant to appeal decisions made by the WAPC or under delegation. This KPI measures the effectiveness of WAPC’s planning policies and how effectively these policies are applied in making decisions and formulating recommendations to the WAPC.

If the policies are not effectively applied in the decision-making process, an applicant may seek a review of the decision at SAT, which can lead to delays in building and additional development costs.

This KPI excludes SAT appeals relating to DAP applications. While administration of the DAP system is overseen by the Department, the decision made by a DAP is independent of the Department and the WAPC.



The percentage of finalised appeals (excluding DAPs) that are not upheld on review by the State Administrative Tribunal

Effectiveness indicator

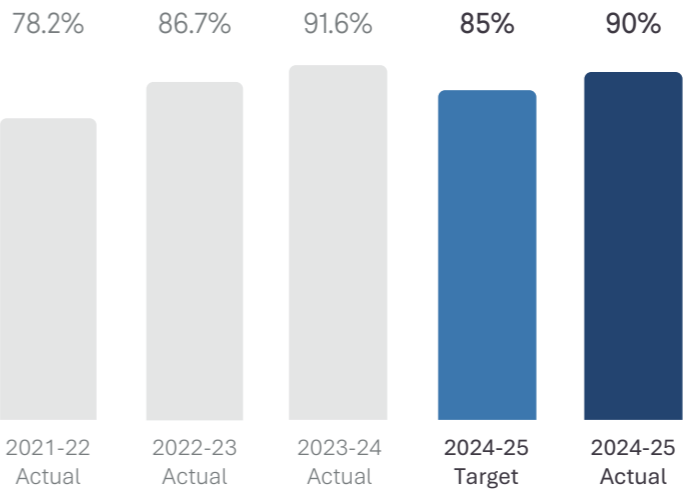
Percentage of local planning scheme amendments processed by the Department under delegated authority and submitted to the Minister within the statutory timeframe (Basic 42 days, Standard 60 days, Complex 90 days)

The Department processes local planning scheme amendments and submits them to the WAPC for recommendation to the Minister within strategic, legislative and policy frameworks that support the sustainable development of well-planned communities in Western Australia. Local planning schemes outline how the Government plans to use and develop land, classify areas for land use and include provisions to coordinate regional infrastructure (traditional and community) in a locality through development contribution plans. Section 75 of the *Planning and Development Act 2005* provides for the amendment of local planning schemes, and this KPI demonstrates the Department’s effectiveness in processing amendments to local planning schemes within the statutory timeframes.

Unless the Minister approves a longer period, the Department (through the WAPC) must consider the amendment, make any recommendations to the Minister, and submit the documents and recommendations to the Minister:

- within 42 days for basic local planning scheme amendments in accordance with regulation 60 of the Planning and Development (Local Planning Schemes) Regulations 2015;
- within 60 days for standard local planning scheme amendments in accordance with regulation 55 of the Regulations; and
- within 90 days for complex local planning scheme amendments in accordance with regulation 45 of the Regulations.

A total of 90 amendments were received, of which 81 were submitted to the Minister within the statutory timeframe.



The percentage of local planning scheme amendments processed by the Department under delegated authority and submitted to the Minister within the statutory timeframe

Effectiveness indicator

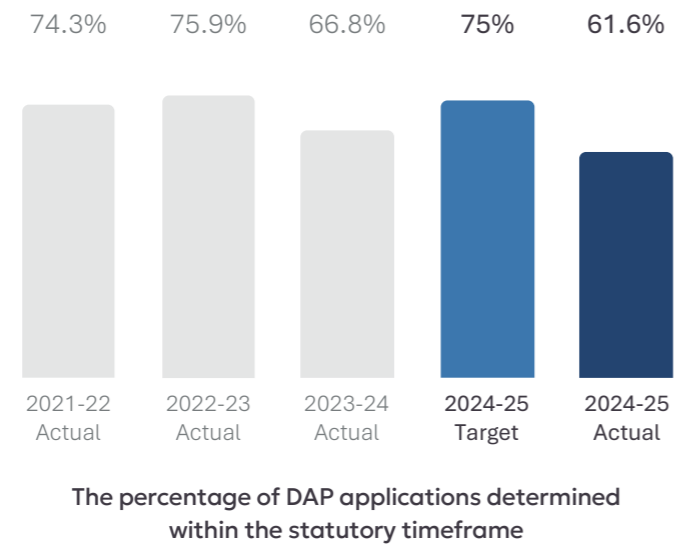
Percentage of DAP applications determined within the statutory timeframe

The DAP system was established under the Planning and Development (Development Assessment Panels) Regulations 2011. As a key component of planning in Western Australia, the intent of DAPs is to enhance planning expertise in decision-making by improving the balance between technical advice and local knowledge. The Department provides coordination and secretariat services to each DAP.

A DAP determines development applications within strategic, legislative and policy frameworks that support the development of well-planned communities in Western Australia. Under the regulations, each DAP will determine development applications that meet set type and value thresholds as if it were the responsible authority under the relevant planning instrument, such as the local or region planning scheme.

Under the regulations, a DAP, unless otherwise agreed to in writing between the applicant and the DAP Executive Director, is to make a decision within no more than 60 days after receipt of an application, or 90 days if the proposal is subject to public advertising. The overall process from the receipt of a DAP application to a DAP decision involves local government, planning and legal staff from the Department, the DAP Secretariat, and the DAP itself.

During 2024-25, the DAPs determined a total of 258 applications (41 applications more than in 2023-24).



Explanation for significant variance

The variance between the 2024-25 actual and both the 2024-25 target and 2023-24 actual is primarily due to DAP meeting scheduling, resulting in some applications being determined outside their statutory timeframes. Most variations are three days or less, with a small number of longer delays due to challenges in scheduling meetings around holiday periods and deferral of applications.

Department desired outcome

An effective system for the administration of Crown land and the Aboriginal Lands Trust estate

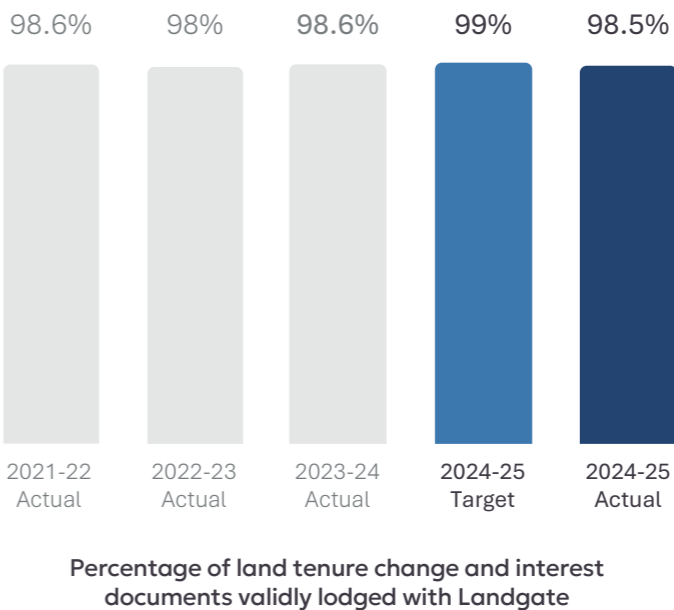
Effectiveness indicator

Percentage of land tenure change and interest documents validly lodged with the Western Australian Land Information Authority (Landgate)

This indicator demonstrates the importance of the Department lodging documents for registration, free of errors, to meet agreed timeframes and to provide security of land tenure.

The Department lodged 2,710 documents with Landgate during 2024-25. These included applications for new titles, reserve creations, conveyance and amalgamations, easements, leases, road closures and transfers of land. The lodgement of documents to finalise transactions follows significant negotiation and document preparation processes.

The accuracy of registration documents lodged with Landgate is imperative to the legal validity of the transactions, and any requisitions received from Landgate identifying errors may result in additional fees and time delays for our customers.



Effectiveness indicator

Number of leases or divestments of ALT estate land to direct Aboriginal control

In 2017, the State Government made an election commitment to divest the 312 properties held in the ALT estate at that time into the direct control of Aboriginal people. Divestment of the ALT estate is a key focus for the Department and is critical to achieving social, cultural and economic outcomes for Aboriginal people.

The number of divestments is calculated from 2017 and is defined as approvals from the ALT and the Minister for Aboriginal Affairs to divest a property.

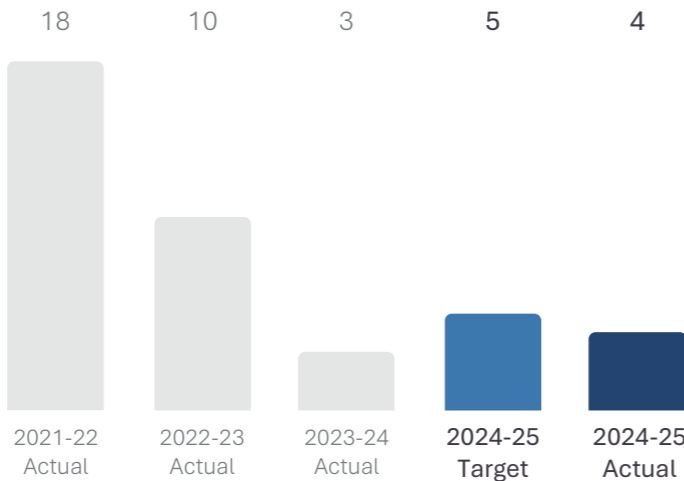
Since 2017, the following outcomes have been achieved through the Department’s divestment program:

- The Department has received approval from the ALT and the Minister for Aboriginal Affairs to divest a total of 80 properties.
- Of these, 27 properties have been divested into the ownership or management of Aboriginal corporations. However, one property was subsequently returned to the control of the State.

As at 30 June 2025, there were 285 properties remaining in the ALT estate. This includes the 52 properties remaining that have received approval for divestment.

In addition to the above-mentioned divestment of the ALT estate, the Department also leases ALT land to Aboriginal bodies, providing them with control of ALT land holdings. Since 2021-22, eight leases have been approved.

This indicator relates to the number of leases or divestments of ALT estate properties approved by the ALT and the Minister for Aboriginal Affairs during the financial year.



Explanation for significant variance

In the 2024-25 financial year, the Department focused on transferring the 52 properties approved for divestment by the ALT and the Minister for Aboriginal Affairs into the direct control of Aboriginal people.

The complexities associated with the process to divest properties, combined with the extensive requirements involved in effecting the transfer of approved properties, account for the variances between the 2024-25 actual and both the 2023-24 actual and the 2024-25 target for this KPI.

Department desired outcome

An effective system for the conservation of cultural heritage places in Western Australia for the benefit of present and future generations

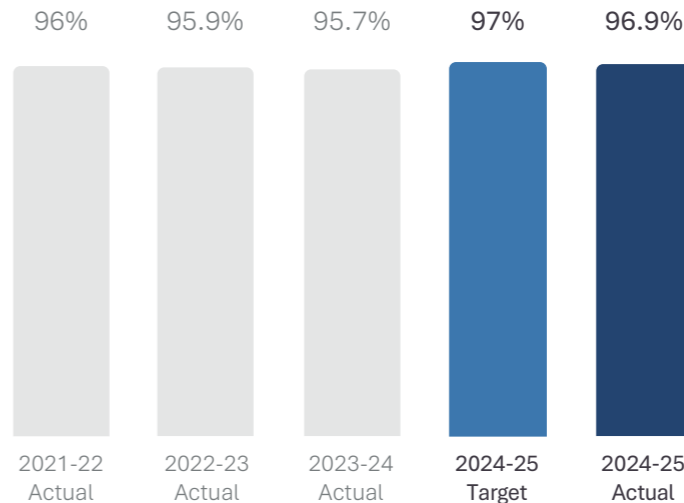
Effectiveness indicator

Percentage of visitors to Fremantle Prison satisfied with the services provided by the Department

The Department measures this KPI by surveying visitors to determine their satisfaction with the Department’s delivery of heritage education and appreciation activities at Fremantle Prison.

Fremantle Prison is one of Western Australia’s most fascinating and significant cultural attractions. The Prison became the first building in Western Australia to be included on the World Heritage list. Its inscription in 2010 was part of a serial nomination with 10 other Australian Convict Sites. Under the guidance of the Heritage Council of Western Australia (HCWA), the Department’s vision is to preserve the heritage values of the Fremantle Prison Precinct through conservation and community engagement. The Department aims to do this by making the Prison one of Western Australia’s premier destinations for tourism, cultural and educational activities.

In 2024-25, 1,473 visitors completed surveys, from a total of 210,674 visitors, providing a confidence level of 95 per cent and a margin of error of ±2.54 per cent.



Percentage of visitors to Fremantle Prison satisfied with the services provided by the Department

Effectiveness indicator

Percentage of statutory approvals delivered to the Minister within statutory timeframes

An effective and efficient cultural heritage system relates to the timely processing of statutory applications under the *Aboriginal Heritage Act 1972* (AHA). The Department aims to deliver applications under section 18 (s.18) of the AHA to the Minister for Aboriginal Affairs within 70 days after the day on which the notice is given to the Aboriginal Cultural Heritage Committee (ACHC) or within the timeframe as extended by the Minister under regulation 14 of the Aboriginal Heritage Regulations 1974.

The Department manages Western Australia’s Aboriginal heritage under the AHA, which provides protection for all places and objects in WA that are important to Aboriginal people because of connections to their culture. On behalf of the community, and in accordance with the AHA, the ACHC evaluates the importance and significance of Aboriginal places and objects.

The Department supports the ACHC in:

- evaluating and recording traditional Aboriginal lore related to places and objects;
- processing and assessing statutory applications including registration of sites and objects; and
- processing applications to excavate Aboriginal sites and consent to certain uses.

Applicants use s.18 notices to seek the consent of the Minister for Aboriginal Affairs to harm or alter a site. The Department processes notices received from land users and collates all relevant information for the ACHC’s consideration. The ACHC makes a recommendation to the Minister whether to approve a notice. The performance of the s.18 application process is a high priority, acknowledging that a lack of certainty and unnecessary time delays have financial implications and reputational repercussions for stakeholders. Accordingly, the Department considers managing statutory approvals as a key measure of effectiveness in delivering Aboriginal heritage services.

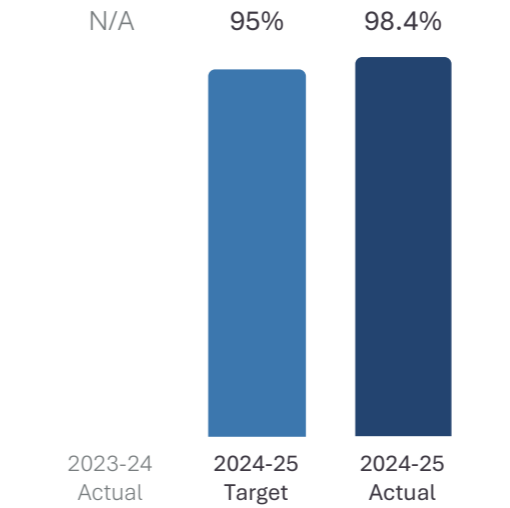
On 1 July 2023, the AHA was repealed and replaced by the *Aboriginal Cultural Heritage Act 2021* (ACHA 2021), with the AHA section 18 process and ACMC entering a six-month ‘transitioning out’ phase.

During this period, section 18 notices submitted prior to 1 July 2023 had six months to be resolved rather than the 40-day processing window that had previously been targeted as part of this KPI. Essentially, the KPI ceased effect as the six-month transition phase had been entered.

On 15 November 2023, the ACHA 2021 was repealed and an amended AHA was reinstated. It established the ACHC to replace the Aboriginal Cultural Material Committee and brought back the section 18 process but with a new statutory timeframe for the processing of notices to the Minister for Aboriginal Affairs.

Under the new statutory timeframe, the ACHC is required to submit notices with recommendations to the Minister for Aboriginal Affairs within 70 days after the day the notice is given to the ACHC, or within the timeframe as extended by the Minister under regulation 14 of the Aboriginal Heritage Regulations 1974.

The focus of the statutory process has changed from being a departmental processing time of 40 days from lodgement to making a recommendation to the ACHC, to ensure the ACHC is both able to and makes a recommendation to the Minister within the statutory timeframe. The Department aims to progress section 18 applications in a timely manner in accordance with this change.



Percentage of statutory approvals delivered to the Minister within statutory timeframes

Explanation for not reporting prior year results

The definition of this KPI was amended from 1 July 2024, to align with new legislation. Changes to the legislative framework during the 2023-24 financial year resulted in three different ‘set timeframes’ and, therefore, three varied datasets for the reporting period. Given the inconsistency of the ‘set timeframe’, which changed from 40 days to six months to 70 days, the Under Treasurer approved an exemption to report against this KPI for 2023-24.

Effectiveness indicator

Percentage of development/planning referrals processed within set timeframes

This indicator demonstrates the Department’s effectiveness in assessing referrals through planning or development processes within set timeframes, ensuring conservation of cultural heritage places in Western Australia, in accordance with statutory obligations.

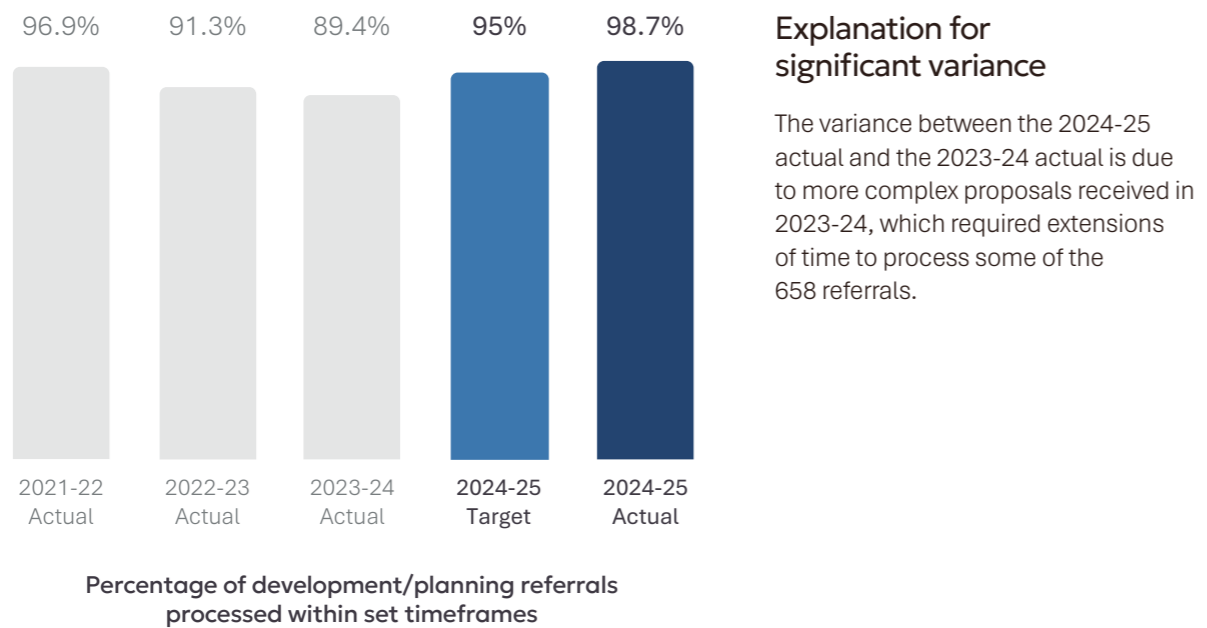
The timeframes are:

- 42 days (or within such a longer period as the decision-maker may allow) for statutory development referrals in accordance with regulation 42(2) of the Heritage Regulations 2019*; and
- 60 days for planning referrals, as set by the Department.

** The 42-day timeframe does not apply to non-statutory referrals, but officers aim to provide responses to these referrals within 42 days.*

The Department supports the HCWA in carrying out its statutory functions by undertaking day-to-day operations, projects and service delivery (under delegation as required). This includes providing advice on development applications relating to places in the State Register of Heritage Places to ensure retention of their heritage values.

In 2024-25, the Department processed 674 development referrals and 76 planning referrals, compared to 615 development referrals and 43 planning referrals processed in 2023-24.



Effectiveness indicator

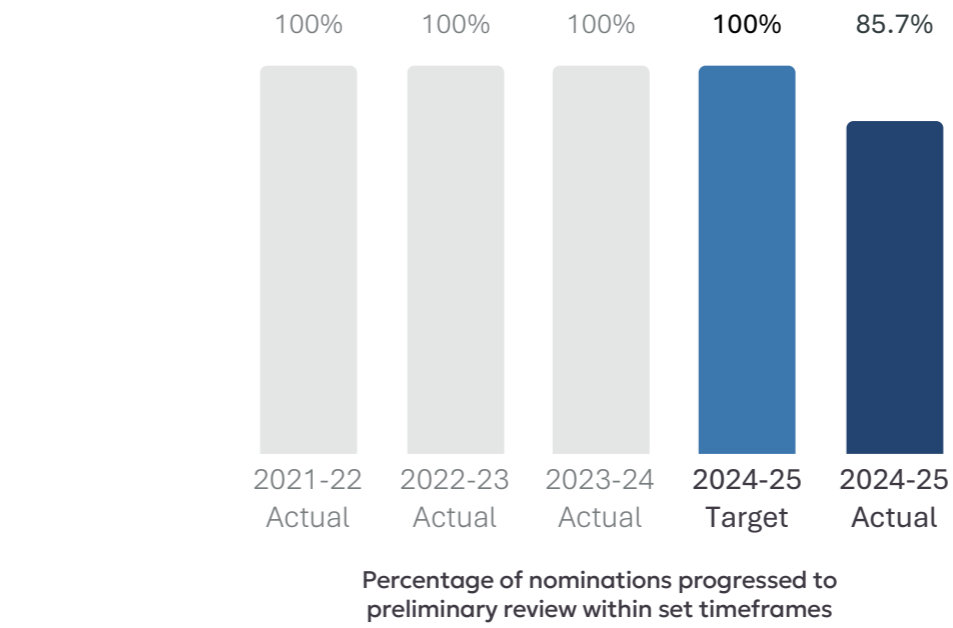
Percentage of nominations progressed to preliminary review within set timeframes

This indicator demonstrates the Department’s effectiveness in progressing a heritage nomination to a preliminary review for decision by the HCWA. HCWA reviews all nominations to determine if a full assessment should be carried out. This is based on whether it is likely that the place will meet the threshold for entry in the State Register of Heritage Places, a statutory list of places that represent the story of Western Australia’s history and development.

The timely progression of nominated places to the HCWA for consideration for inclusion in the State Register helps ensure the recognition and conservation of cultural heritage places in Western Australia.

The Department supports the HCWA in carrying out its statutory functions by undertaking day-to-day operations, projects and service delivery (under delegation as required), including coordinating the assessment and registration of heritage places.

In 2024-25, the Department received seven nominations and progressed six nominated places to the HCWA for consideration within the 60-day statutory timeframe.



Explanation for significant variance

Of the seven nominations received, one was processed outside the prescribed timeframe. Delays in sourcing required information and approvals impacted the assessment process, contributing to the variance between the 2024-25 actual and both the 2024-25 target and the 2023-24 actual.

Department Services

Service 1 – Planning services

Efficiency indicator

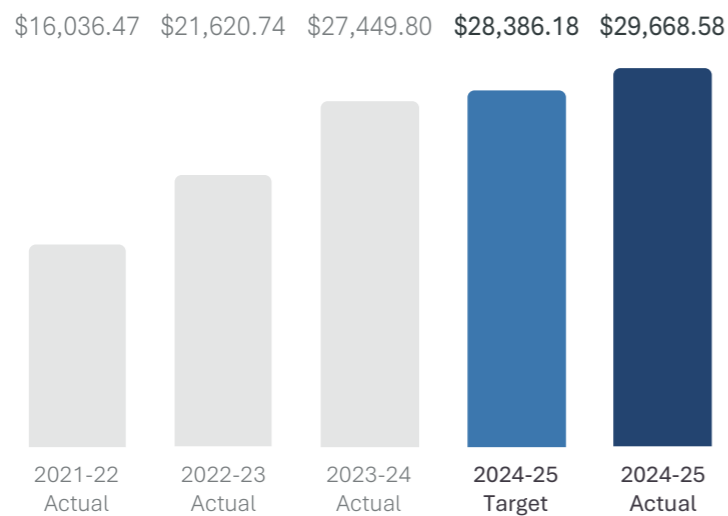
Average cost of planning services

The Department’s expenditure on planning services covers a wide range of activities that impact on the entire population of Western Australia. These are set out in the functions of the WAPC under the *Planning and Development Act 2005*, and include:

- State Planning Strategy;
- regional and sub-regional planning strategies and frameworks;
- state planning policies;
- coordination of infrastructure priorities;
- processing and determination of statutory applications such as subdivision applications, deposited plans, development applications, local planning schemes and local planning scheme amendments; and
- general advice and assistance to stakeholders, landowners and their agents on a range of issues, including local government development matters.

Statutory applications are determined within strategic, legislative and policy frameworks that support the sustainable development of well-planned communities in Western Australia.

This KPI measures the cost of planning services divided by the number of statutory applications processed and determined by the Department during the financial year.



Average cost of planning services

Explanation for significant variance

The variance between the 2024-25 actual and the 2024-25 target is mainly due to a lower number of applications received and determined than anticipated. In contrast, the variance between the 2024-25 actual and 2023-24 actual reflects a 15 per cent increase in the number of applications determined in 2024-25. While the cost of planning services increased by 26 per cent in 2024-25 compared to 2023-24, this is mainly due to an increase in investment in strategic planning and land use initiatives, including infrastructure coordination, the provision of advice and guidance on new Planning regulatory changes and major project planning.

Service 2 – Land administration services

Efficiency indicator

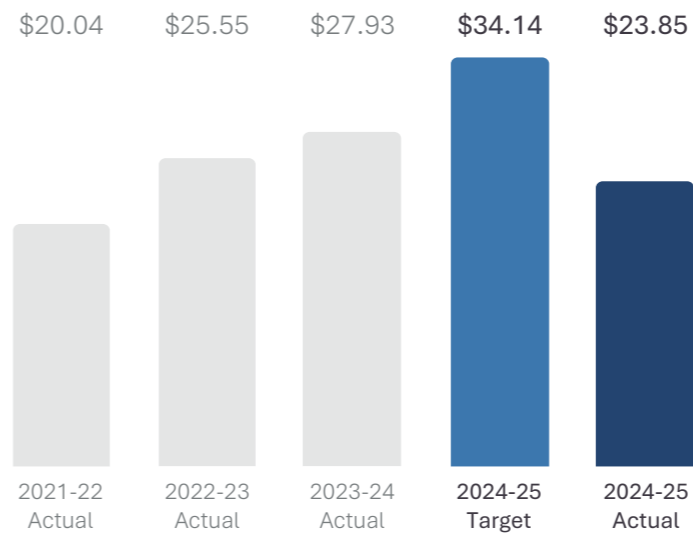
Average cost per square kilometre to administer Crown land and Aboriginal Lands Trust estate

The Department has a responsibility to ensure that Crown land and ALT estate land is being utilised to its full potential and is managed effectively. The Department must also ensure that leases are compliant with lease terms and regular rent reviews are being actioned according to lease conditions.

This indicator captures the total cost of services for the administration of Crown land and Aboriginal land services, which includes the service delivery associated with the administration of the following tenures:

- conservation estate;
- Aboriginal lands;
- pastoral leases (non Aboriginal);
- other leases (non Aboriginal);
- managed reserves;
- unmanaged reserves;
- unallocated Crown Land;
- miscellaneous Crown land; and
- Aboriginal Lands Trust Freehold.

The total cost of service includes a corporate overhead allocation.



Average cost per square kilometre to administer Crown land and Aboriginal Lands Trust estate

Explanation for significant variance

The variance between the 2024-25 actual and both the 2024-25 target and the 2023-24 actual is mainly due to contract award delays, resulting in a significant underspend. A number of planned project works have committed funds, but complex negotiations and investigations must be finalised prior to contract award.

Service 3– Historical heritage services

Efficiency indicator

Average cost of historical heritage services

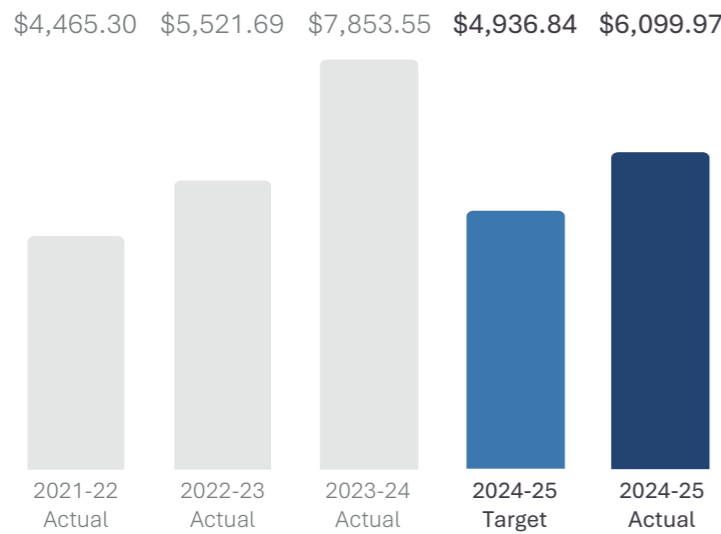
The Department assists the HCWA with various activities under the *Heritage Act 2018*, including:

- managing the State Register of Heritage Places;
- development and planning referrals;
- heritage agreements;
- preliminary reviews of heritage significance;
- heritage place assessments and registration activities;
- heritage conservation/protection orders;
- coordination of heritage events and awards;
- stakeholder engagement and education; and
- administration of the HCWA’s grant programs.

This indicator measures the cost of historical heritage services by the number of services undertaken in each of the activities listed above. These services include:

- promotion of a sustainable future for places under management through an integrated development framework; and
- promotion of heritage success stories and engagement with the State’s heritage through media, publications, tourism and interpretation.

The total cost of service for historical heritage services excludes the costs allocated to services at Fremantle Prison and services delivered under the AHA. The total cost of service includes a corporate overhead allocation.



Average cost of historical heritage services

Explanation for significant variance

In 2024-25, there was an increase in the number of all heritage services delivered compared to 2023-24 – including development and planning referrals, preliminary reviews, grant applications and Heritage Award nominations – resulting in a decrease in the cost per service. The variance between the 2024-25 target and the 2024-25 actual was due to higher than expected expenditure and a slight reduction in the actual number of services.

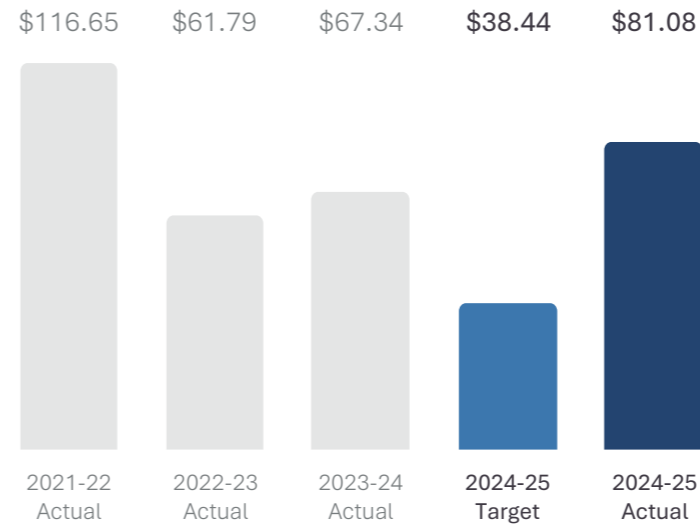
Efficiency indicator

Average cost per visitor to Fremantle Prison

One of the key functions of the Department is to manage cultural heritage, assets and resources, including Fremantle Prison. The Department ensures these places are conserved and appropriately managed, and that their full potential for compatible use and tourism is realised.

This KPI describes the average cost of administering Fremantle Prison in relation to the visitors who benefit from these services.

The total cost of service includes a corporate overhead allocation.



In 2024-25, the Department reviewed the calculation of costs for this KPI and revised the number of full-time equivalent (FTE) staff for Fremantle Prison that is used to allocate corporate overhead expenses. The revised calculation has been applied retrospectively to prior years for comparative purposes.

The previously reported actual amounts in prior years were:

2021-22	2022-23	2023-24
\$85.67	\$49.12	\$47.45

Average cost per visitor to Fremantle Prison

Explanation for significant variance

The variance between the 2024-25 actual and 2023-24 actual was due to additional operational expenses including repairs, event services and asbestos removal and monitoring, and a slight reduction in visitors from last year.

The 2024–25 actual is greater than the target due to the revision of FTE numbers to calculate the efficiency indicator while the target was set based on the original cost calculation and overhead allocation outlined in the 2024-25 Budget Paper. Without this revision the 2024-25 Actual would be \$60.81. The target figure also did not account for additional unbudgeted expenses such as repairs, event services, and asbestos removal and monitoring.

Service 4 – Aboriginal heritage management

Efficiency indicator

Average cost of Aboriginal heritage management services

The Department is responsible for administering the AHA. The service outputs that are measured in this include:

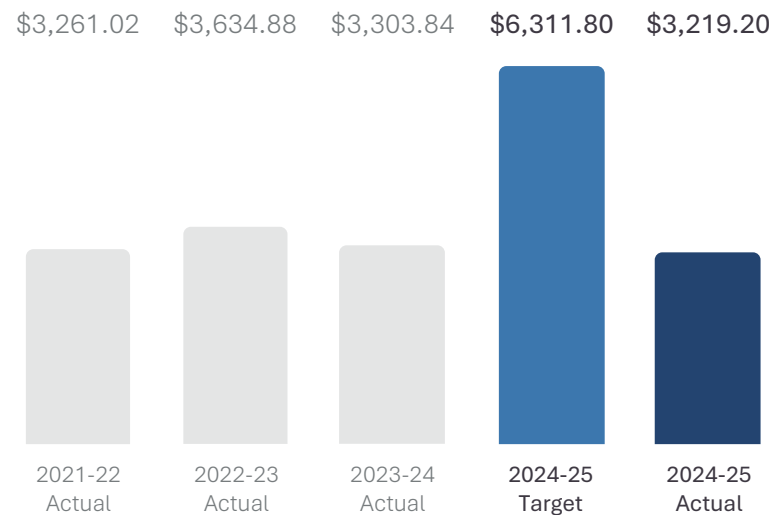
- statutory applications under sections 16 and 18 of the AHA and regulation 10 of the Aboriginal Heritage Regulations 1974;
- site assessments ('section 5s') and audits;
- provision of Aboriginal heritage advice;
- repatriation of Aboriginal objects/ancestral remains;
- stakeholder engagement; and
- administration of grant funding.

This KPI captures the total cost of services for the Aboriginal heritage management services and excludes heritage services delivered under the *Heritage Act 2018*.

The services included cover:

- provision of support for the ACHC;
- provision of advice on matters relating to Aboriginal heritage;
- processing of statutory approvals under the AHA; and
- administration of the Register of Places and Objects.

The total cost of service includes a corporate overhead allocation.



Explanation for significant variance

The variance between the 2024-25 actual and the 2024-25 target is due to service levels remaining high across general Aboriginal heritage enquiries, regulatory and statutory applications following legislative change in late 2023, and an underspend in 2024-25 in the cost of services due to changes in program delivery.

Average cost of Aboriginal heritage management services