GOVERNMENT OF WESTERN AUSTRALIA

Department of **Planning, Lands and Heritage**

Annual Report 2025–26

Department of Planning, Lands and Heritage

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.

Statement of compliance

Hon John Carey BA 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 2026.

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

23 October 2026

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 2026.

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Disclaimer

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Overview





Message from the Director General

Kaya

I am pleased to present the Department of Planning, Lands and Heritage's Annual Report for 2025–26.

This year has been significant for the Department as we played a key role in supporting Government priorities and responding to a range of challenges and opportunities across Western Australia. Our work has supported the State Government's priorities to increase housing supply, strengthen infrastructure coordination, modernise the planning system, manage Crown land responsibly, protect Aboriginal and historic heritage and ensure our growing communities remain connected, liveable and resilient.

Addressing Western Australia's housing supply challenges requires coordinated action across government, industry and infrastructure providers.

The Department plays a central role in bringing these parties together through a range of programs, partnerships and governance arrangements that align land development with the infrastructure and services needed to support new communities.

Through the State Government's Infrastructure Development Fund, 162 projects have been supported since 2023, helping enable more than 10,900 homes. In 2025–26, funding was awarded to 47 apartment projects supporting more than 3,500 dwellings as well as three key regional worker and community housing projects supporting up to 160 dwellings. This was complemented by the Government's $655 million Housing Enabling Infrastructure Fund, which is supporting investment in water, wastewater and electricity infrastructure in priority growth corridors and key regional centres.

The Department continued to provide support for housing delivery through the Housing Diversity Pipeline Program with 14 development sites having been unlocked since 2022 supporting more than 1,400 housing options. During 2025–26, five additional sites were progressed, expected to deliver almost 200 residential lots in metropolitan and regional communities. In addition to this program, the Government's $75 million Regional Housing Support Fund, administered by the Department, attracted a high level of interest with more than 120 applications received for the first round of funding, demonstrating a strong demand for practical support to overcome feasibility barriers.

Planning reform and digital transformation remained central to improving the efficiency, transparency and consistency of Western Australia's planning system. During the year, we progressed reforms to modernise planning instruments and assessment processes, while expanding access to digital services through Planning Online. Since its launch, the platform has facilitated more than 16,000 application lodgements and attracted more than 3,000 registered users, improving access and user experience across the planning system.

Reconciliation remains a key priority for the Department. Through the implementation of our 2025-2028 Stretch Reconciliation Action Plan, we continued to strengthen relationships with Aboriginal people and communities, embed cultural capability across the organisation and create greater opportunities for Aboriginal participation in decision-making, employment and economic development.

We are supporting the State Government's commitments under the National Agreement on Closing the Gap, with initiatives such as the expansion of the First Nations Australians Planning Program, which supports good planning outcomes in the Kimberley, Pilbara and Goldfields-Esperance regions. We also strengthened cultural capability through targeted engagement, training, procurement and employment initiatives.

In 2025–26, we progressed planning outcomes for remote Aboriginal communities through amendments to 17 community layout plans, which support housing, infrastructure and services to remote communities. We also progressed land activation initiatives and the implementation of Indigenous Land Use Agreements. This included progressing the Bidyadanga Land Activation Project, which is supporting work to unlock housing, infrastructure and economic opportunities in partnership with the local community.

Protecting Aboriginal cultural heritage remained a priority for the Department in 2025–26. During the year, more than 1,200 Aboriginal site files were assessed, 369 site boundaries updated and 124 Aboriginal heritage site audits undertaken. A significant milestone was the declaration of the Darrajayin Protected Area under the *Aboriginal Heritage Act 1972*, becoming the first protected area declared under the Act in more than 30 years.

The Department continued to work in partnership with Aboriginal communities through initiatives including the Dampier Peninsula Project, the Native Title Party Capacity Building Program and the Aboriginal Heritage Survey Program. These initiatives support Aboriginal-led approaches to heritage protection, strengthen participation in decision-making and improve the custodianship of culturally significant places.

We also invested in practical measures to support Aboriginal heritage and economic participation. $1.25 million was made available through grant funding to preserve, promote and protect Aboriginal heritage sites, while 12 per cent of contracts for services to the Department, valued at more than $3.5 million, were awarded to Aboriginal businesses.

The responsible management and activation of Crown land remained fundamental to a broad range of economic, social, cultural and environmental outcomes for Western Australia. The Department progressed land activation and divestment to support housing, community infrastructure, green energy projects and strategic development, while continuing to administer one of the largest Crown land estates in the world. We also worked with Aboriginal communities and Traditional Owners to progress significant land outcomes through negotiated agreements and partnerships.

Protecting Western Australia's natural and cultural assets remains an enduring responsibility. More than $3 million was awarded to 27 CoastWA projects through the Western Australian Planning Commission's grants program, administered by the Department, to support sustainable coastal management. We also continued to invest in climate resilience, urban greening, natural hazard planning and heritage conservation.

In 2025–26, three places were added to the State Register of Heritage Places, the State's heritage was celebrated at the 2025 Western Australian Heritage Awards, Fremantle Prison welcomed 232,000 visitors and Whiteman Park recorded more than 1.7 million visitors – its highest attendance on record.

These achievements were made possible by the capability, professionalism and commitment of our people. During the year, the Department continued to invest in leadership, workforce planning, learning and development, diversity and inclusion, regional representation and employee wellbeing. The Public Sector Commission launched the Public Sector Skills Academy in March 2026 and we continued with our in-house Management Foundations training, with 159 managers enrolled in this program. Nearly 89 per cent of staff completed Aboriginal Cultural Awareness Training, strengthening our collective cultural capability.

We also invested in our future workforce through the hosting of 19 interns, delivering school-based traineeship opportunities and appointing five graduates from a highly competitive field of around 250 applicants.

The appointment of our three new Deputy Directors General in May 2026 reflects the growing scale, complexity and importance of the Department's role in delivering the Government's economic, housing and infrastructure priorities. The new leadership structure strengthens strategic leadership across the organisation, increases executive capacity and provides greater clarity of accountability across planning, lands, heritage and corporate services. Our new structure is intended to foster a culture of accountability, ownership and empowerment, enabling leaders and teams to respond more effectively to emerging challenges and opportunities.

I would like to thank the Department's staff, executive team, the respective Chairs and members of our statutory boards and committees, our valued stakeholders, Aboriginal organisations and communities and industry for their ongoing commitment and collaboration. Through these collective efforts, we are delivering better planning, land, heritage and place outcomes for Western Australians.



Anthony Kannis PSM
Director General







Performance highlights

5 sites

through the Housing Diversity Pipeline supporting almost **200 residential lots**

16,000+ applications

lodged through Planning Online by **3,000+ registered users**

$1.25 million

to preserve, promote and protect **Aboriginal heritage sites**

$20.554 million

from surplus Crown land sales

16,634

residential lots created

3,500+ apartments

and up to **160 dwellings** are being supported through the Infrastructure Development Fund

232,000 visitors

to Fremantle Prison

267 applications

received by Development Assessment Panels, valued at **$16.35 billion**

1.7 million+ visitors

to Whiteman Park







About the Department

The Department of Planning, Lands and Heritage helps shape Western Australia's future by bringing together planning, land, Aboriginal cultural heritage and historic heritage functions within a single agency. The Department supports sustainable growth, manages Crown land on behalf of the State and protects and celebrates Western Australia's diverse heritage.

We provide strategic advice to the State Government and administer legislation and programs that guide land use planning, land administration and heritage conservation across metropolitan, regional and remote Western Australia.

Our work supports the delivery of housing, infrastructure and economic development while balancing environmental, cultural and community outcomes.

Working in partnership with Aboriginal people and communities, local government, industry and other stakeholders, the Department helps create well-planned places, manages the State's land assets responsibly and safeguards heritage values for current and future generations.

The Department supports Ministers across the Planning, Lands, Aboriginal Affairs and Heritage portfolios and provides administrative support to key statutory authorities, contributing to a prosperous, inclusive and sustainable Western Australia.

Further information on the legislation relevant to the Department's functions is provided in Appendix 1.

Our Ministers



Hon John Carey
BA 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

Our 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

Strategic Planning

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.

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.

Innovation: We enable innovation, implementing innovative approaches to the way we work to create value for our stakeholders.

Collaboration: We engage and collaborate to build prosperous places and connected communities.

Accountability: We work in the interest of the public and take responsibility for our actions and decisions.

Professionalism: Our professionalism empowers us to use our specialised knowledge and skills to deliver work to the highest standards.

Enabling principles

Thought leadership

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

Empowerment

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

Facilitation

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 Plan 2025-2029

The Department's Strategic Plan 2025-2029, *Solutions focused for a vibrant Western Australia*, sets a clear direction for the agency and guides how we plan and manage land and heritage for all Western Australians. It focuses our efforts on practical outcomes-driven solutions that respect the past, create opportunities for today and plan for the future.

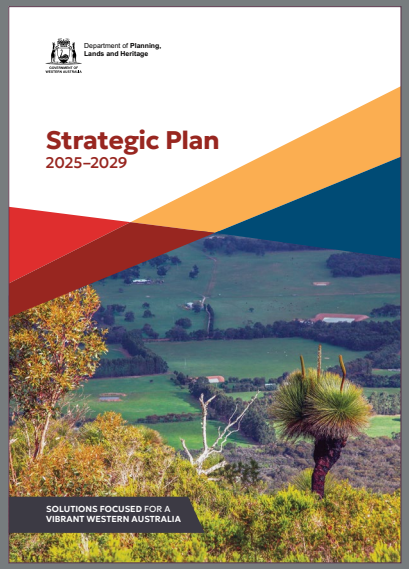
The plan is built around the four strategic goals that guide decision-making, strengthen collaboration across government and with stakeholders, and support positive social, economic, environmental and cultural outcomes for Western Australia.

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 support 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 benefits to the public.

Economic diversification: We will proactively facilitate economic diversification to provide public value.



Structure and leadership

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 Director General leads the Department, supported by the Office of the Director General and senior executive leaders who provide strategic direction across the planning, lands and heritage portfolios.

New Deputy Directors General

In 2025–26, the Department announced the appointment of three new Deputy Directors General Jaime Lundberg, Emma Colombera and Kristian Dawson. This new leadership structure strengthens executive capacity and supports coordinated delivery across the Department's key functions.

Since commencing in May, the Deputy Directors General have built a strong understanding of the Department's operations, priorities and strategic objectives, supporting delivery of the Department's Strategic Plan 2025–2029.

Jaime Lundberg

Deputy Director General, Major Projects, Strategy and Corporate

Jaime previously served as Assistant Director General, Strategy and Engagement at the Department, where she led infrastructure coordination, major projects and initiatives to increase housing supply across Western Australia. She brings more than 20 years experience across the public and private sectors in Australia and overseas, with a strong record in leading complex projects and shaping public policy.



Emma Colombera

Deputy Director General, Planning

Emma joined the Department from the Department of Treasury and Finance, where she was Director of the Housing Supply Unit. She brings more than 15 years experience in senior Western Australian public sector roles, with expertise in housing and land supply, intergovernmental relations, system reform and portfolio commissioning.



Kristian Dawson

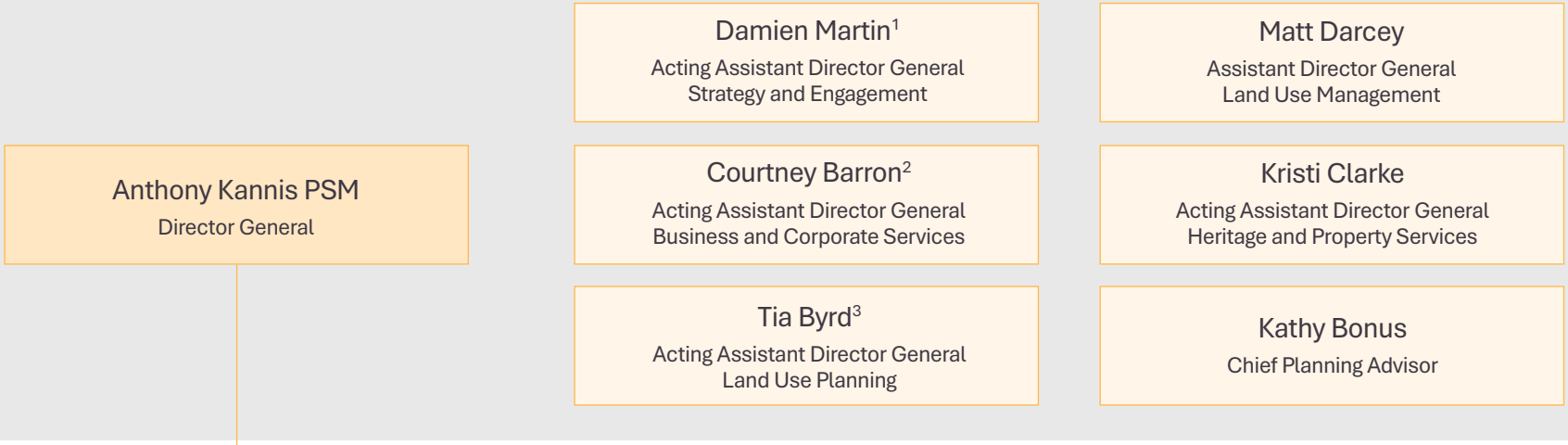
Deputy Director General, Lands and Heritage

Kristian joined the Department from the Department of Mines, Petroleum and Exploration, where he served as Executive Director Resource Tenure. He brings two decades of senior public sector experience across state development and resources portfolios, with expertise in land tenure, regulatory decision-making, infrastructure and economic development.



Organisational structure

The following structure reflects the Department's operational structure and senior leadership arrangements as at 30 June 2026.



The Government Architect is supported by a dedicated team within the Office of the Director General.

[1] On 11 May Jaime Lundberg commenced in the role of DDG, with Damien Martin acting in the Assistant Director General position.

[2] On 2 June Santa Cardenia commenced a secondment at another government agency, with Courtney Barron acting in the position.

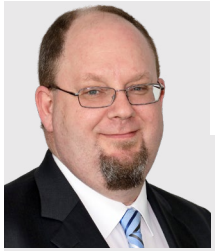
[3] On 30 January David Saunders commenced extended leave, with Tia Byrd acting in the position.

Our Corporate Executive and divisions



The **Office of the Director General**, led by **Director General Anthony Kannis PSM**, provides strategic leadership for the Department and supports delivery of State Government priorities. It provides high-level advice to the Ministers for Planning and Lands, Heritage and Aboriginal Affairs.

Anthony was appointed Director General in February 2022 and has more than 40 years experience across the Western Australian public sector. He has led major reform across planning, lands and Aboriginal affairs, including changes to support housing supply, streamline planning processes, modernise land administration and implement the amended *Aboriginal Heritage Act 1972*.



Strategy and Engagement, led by **Acting Assistant Director General Damien Martin**, develops strategic policy, coordinates infrastructure planning and integrates transport, land use and data to support long-term planning across Western Australia. The division leads work across population and economic forecasting, planning policy, geospatial services, land and housing supply and major project coordination.

Damien has more than 25 years experience in local and State Government across planning approvals, strategic planning and policy. He is committed to practical planning solutions that support sustainable economic development and future growth.



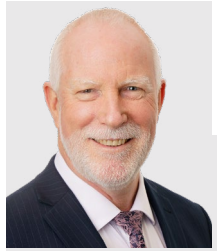
Land Use Planning, led by **Acting Assistant Director General Tia Byrd,** develops strategic planning frameworks that guide land use and development across Western Australia. The division supports coordinated growth, housing delivery, infrastructure planning and sustainable communities.

Tia has more than 15 years experience in the Western Australian public sector, including senior roles in planning, economic development and infrastructure delivery. She holds a Masters of Urban and Regional Planning and is committed to collaborative planning that supports the State's long-term economic and social priorities.



Reform, Design and State Assessment, led by **Chief Planning Advisor Kathy Bonus**, provides strategic oversight of Western Australia's planning system. The division leads reforms to improve planning outcomes, design quality and assessment processes.

Kathy was appointed Western Australia's first Chief Planning Advisor in 2019 and is a Registered Planner and Fellow of the Planning Institute of Australia. She brings extensive public and private sector experience across policy, planning, development and project delivery, and provides strategic advice on major planning projects, State planning policy and development assessment.



Land Use Management, led by **Assistant Director General Matt Darcey**, manages Crown land administration, land management and activation of State land assets across approximately 92 per cent of Western Australia's landmass. The division supports community, environmental and economic outcomes through responsible land management.

Matt has extensive experience across the Western Australian and Northern Territory public sectors in land administration, natural resource management and environmental policy. He is committed to ensuring the State's land assets support sustainable development and long-term public benefit.



Heritage and Property Services, led by **Acting Assistant Director General Kristi Clarke**, manages Aboriginal and historic heritage, the WAPC property portfolio, State land acquisition and disposal, Fremantle Prison and Whiteman Park. The division supports responsible development while protecting Western Australia's cultural heritage and State assets.

Kristi commenced as Acting Assistant Director General in 2025 and has extensive experience across planning, lands, heritage, project management and strategic communications. Beginning her public sector career as an Aboriginal trainee, she has held senior roles in redevelopment authorities and government and is committed to protecting cultural heritage while supporting responsible development.



Business and Corporate Services, led by **Acting Assistant Director General Courtney Barron**, provides the corporate services and governance frameworks that enable the Department to deliver its strategic objectives. The division is responsible for finance, procurement, information and communications technology, human resources, communications, governance and corporate services.

Courtney commenced as Acting Assistant Director General in June 2026 and has more than 17 years experience in the Western Australian public sector. She brings senior executive experience from the Department of the Premier and Cabinet and the Western Australian Electoral Commission, with expertise in strategy, governance and public administration.



The **Office of the Government Architect Western Australia** (GAWA), led by **Government Architect Emma Williamson**, provides independent strategic design leadership across government. Operating within the Department, GAWA works with government, industry and the community to champion good design and improve the liveability, sustainability and identity of Western Australia's built environment.

Emma has almost 30 years experience in architectural practice and is recognised nationally for design excellence and advocacy for the social and community benefits of good design. She is a Life Fellow of the Australian Institute of Architects, recipient of the Paula Whitman Leadership in Gender Equity Prize and co-recipient of the AIA National President's Prize as a member of the Government Architects Network of Australia.

Significant issues impacting the Department

Delivering State Government priorities

Western Australia recorded the nation's fastest population growth in 2025, increasing by 2.2 per cent to 3,076,500 people, according to Australian Bureau of Statistics data released in June 2026. This growth was driven largely by overseas migration, reflecting the strength of the State's economy.

Population growth continued to place pressure on the housing market, with the Department playing a key role in supporting the State Government's housing agenda throughout 2025–26.

Planning and future growth

The Department also administers the WAPC's Urban Development Program, which monitors land and housing supply to inform strategic planning, development forecasting and infrastructure coordination.

As reported in *Urban Growth Monitor 17*, the stock of undeveloped zoned land in Perth and Peel is sufficient to support long-term population growth.

The Perth and Peel@3.5million Strategic Planning Framework complements this work by identifying a further 12,000 hectares of land for urban expansion and investigation to support future growth.

Housing and land supply

Increasing housing supply remained a priority during the reporting period, requiring coordinated action to unlock land, align infrastructure and improve delivery across Western Australia.

Working with State and local governments, industry and the community, the Department coordinated planning, land and infrastructure initiatives to unlock housing opportunities, improve development outcomes and support long-term economic growth.

Key State Government initiatives administered by the Department included the Infrastructure Development Fund, Regional Housing Support Fund and Housing Diversity Pipeline. These programs are helping unlock underutilised land and support the delivery of thousands of new homes across metropolitan Perth and regional Western Australia.



Planning reform

The Department continued to deliver planning reforms to simplify and modernise Western Australia's planning system, reducing duplication and improving the efficiency and consistency of planning processes.

A key initiative during the year was the release of the Planning and Development Amendment Regulations (Review of Planning Instruments) 2025 for public consultation. The proposed reforms introduce clearer and more consistent processes for preparing, reviewing and updating State and local planning instruments, while strengthening requirements to ensure planning frameworks remain contemporary and fit-for-purpose.

The Department also progressed updates to the WA Planning Manual, including new guidance on local planning schemes, local planning policies and local development plans to support greater consistency across the planning system.

During the reporting period, seven additional district structure plans were transitioned into the Metropolitan Region Scheme, strengthening strategic planning across metropolitan Perth and providing greater consistency in district-level planning.

The Department remains committed to the continuous improvement of Western Australia's planning system to ensure planning frameworks remain contemporary and responsive to emerging technologies, changing community needs and future development trends.

Together, these initiatives support the delivery of more housing across Western Australia, creating greener, more liveable neighbourhoods.

Protecting and managing Aboriginal heritage

Protecting and managing Aboriginal heritage remained a key priority for the Department, supported by respectful engagement, strong governance and practical guidance for Aboriginal people, native title parties, land users and proponents.

During 2025–26, the Department continued to support implementation of the amended *Aboriginal Heritage Act 1972* by engaging with land use proponents and native title parties, and providing guidance on statutory processes and requirements.

The Department also supported the Aboriginal Cultural Heritage Committee to fulfil its statutory functions, including the determination of Aboriginal sites and the provision of timely recommendations to the Minister for Aboriginal Affairs on section 18 notices.



The Department supported the WAPC in the preparation and delivery of the State Government's Urban Greening Strategy for Perth and Peel, released in January 2026. The Strategy sets a long-term vision supported by greening outcomes and actions to achieve the Government's urban greening targets.

The Department is supporting the WAPC to deliver the Government's commitments including the $10 million Let's Grow grants program. The grants support local projects that increase tree canopy including on school grounds, road verges, parks, carparks, neighbourhood hubs, public transport stops and walking and cycling routes.



Shaping communities

"We are a sector leader in planning and managing land and places, working across government to create thriving, resilient and connected communities"

Accelerating housing development

Housing Diversity Pipeline

The Department continued to lead delivery of the State Government's Housing Diversity Pipeline (HDP), which unlocks underutilised and surplus government-owned land to create development opportunities that increase housing supply across metropolitan and regional Western Australia, including social and affordable housing.

Since the program commenced in 2022, 14 sites have been unlocked for the private and not-for-profit sectors supporting the delivery of more than 1,400 new places for people to live.

During 2025–26, the Department announced five new HDP projects in Maidstone Crescent, Exmouth; Balfour Street, Huntingdale; Starflower Road, Henley Brook; Dargin Place, Orelia; and Crabtree Street, Alexander Heights. Together, these sites are expected to deliver almost 200 residential lots, with successful proponents anticipated to commence development in 2027.

The projects will increase housing choice in established communities by delivering a greater diversity of housing close to existing services and infrastructure.

Regional Housing Support Fund

The Regional Housing Support Fund provides grants to local governments, community housing providers, landowners and developers to support key worker housing, community housing and residential subdivision projects in regional Western Australia.

The Fund assists projects where feasibility barriers, particularly infrastructure costs, prevent new housing from being delivered. Eligible funding includes construction, earthworks, drainage, decontamination works and enabling infrastructure, including water, sewer and electricity headworks and connections.

The Fund received more than 120 applications during its first funding round, which was open from October 2025 to February 2026. Strong demand resulted in an additional $50 million commitment from State and Commonwealth governments, increasing the total value of the Fund from $25 million to $75 million.

Assessment of applications progressed during the reporting period, with successful applicants announced on 5 August 2026.

Housing Enabling Infrastructure Fund

The $655 million Housing Enabling Infrastructure Fund, administered by the Department of Treasury and Finance, supports investment by Water Corporation and Western Power in water, wastewater and electricity infrastructure to enable residential land supply in priority growth corridors across Perth's metropolitan area and key regional centres.

The Department supports the program through its administration of the Priority Corridor Working Group, coordinating with servicing agencies to identify and prioritise infrastructure investment that facilitates timely housing delivery.

Support for the Housing Australia Future Fund

The Department continued to support delivery of the Government's Housing Australia Future Fund build-to-rent program, co-funded by the State and Commonwealth governments, by identifying, de-constraining and preparing well-located land for development.

During 2025–26, the Department progressed work across five of the 14 identified sites, including planning, land assembly, de-constraining works and conveyancing.

The sites, located within station precincts at Ballajura, Ellenbrook, Kelmscott, Bassendean and Redcliffe, comprise Crown land or land owned by the WAPC.

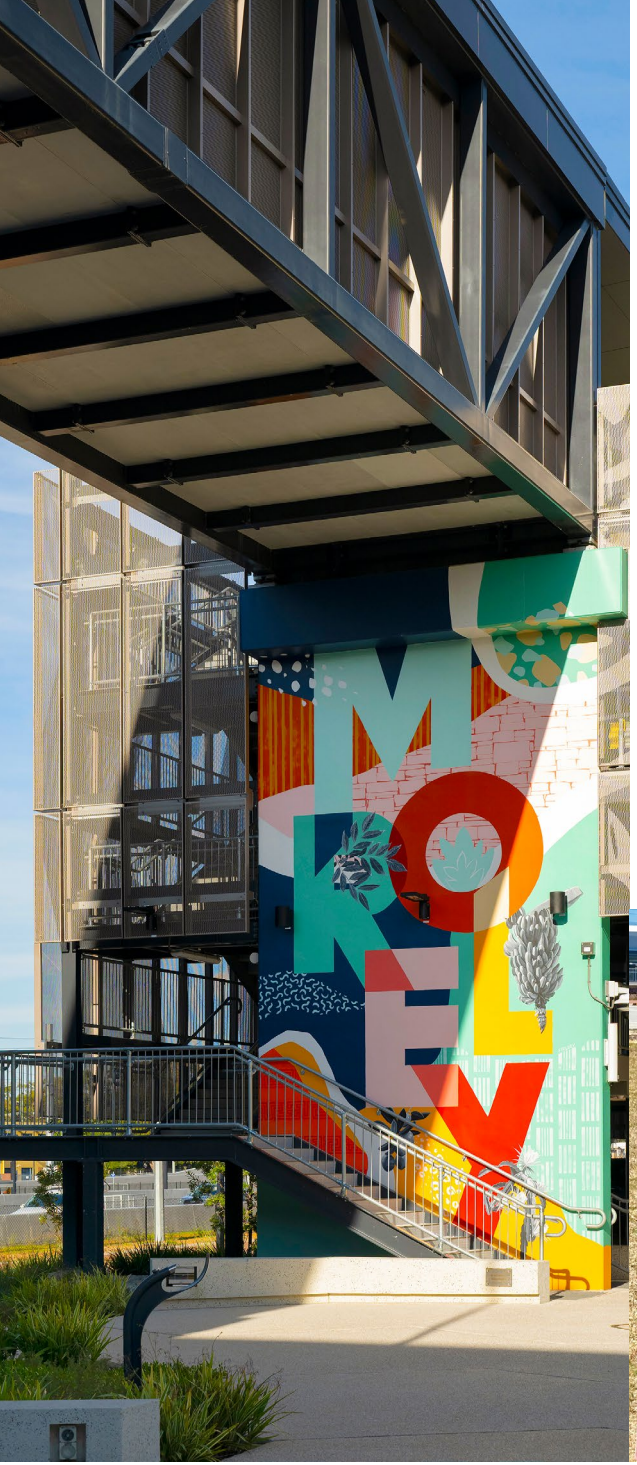
Construction of the five developments is expected to commence in 2026–27.

The program, led by DevelopmentWA and jointly funded by the Commonwealth and Western Australian governments, will deliver 14 social and affordable build-to-rent apartment developments comprising more than 1,400 dwellings.

Exmouth land release

The Maidstone Crescent project in Exmouth demonstrates how the HDP is repurposing underutilised government-owned land to support new housing opportunities in partnership with industry. Following an Expression of Interest process, Two Oceans Pty Ltd was selected to acquire and redevelop the site into a mixed-use residential and commercial development. The development proposes 12 self-contained residential units overlooking parkland, together with a supermarket and retail outlets to support the growing regional community.

Several sales through the HDP are subject to contractual timeframes requiring development to proceed, helping ensure new homes are delivered to the market as quickly as possible. Construction at the Maidstone Crescent site is anticipated to commence by mid-2027.



Station precincts

The Department continued planning for key station precincts to support future housing supply and transit-oriented development, creating well-connected walkable communities centred around high-quality public transport.

During the reporting period, public consultation was undertaken on the draft Bennett Springs East Improvement Scheme No.1, which will establish a planning framework around the proposed future train station to support the transition of the precinct to urban development.

The Department also progressed planning of Karnup Station Precinct, while the Ballajura Station Precinct Improvement Scheme No. 1 was gazetted in December 2025.

Covering approximately 69 hectares, the Ballajura Station Precinct Improvement Scheme will guide the delivery of a mixed-use town centre, including social and affordable housing, adjacent to Ballajura Station.

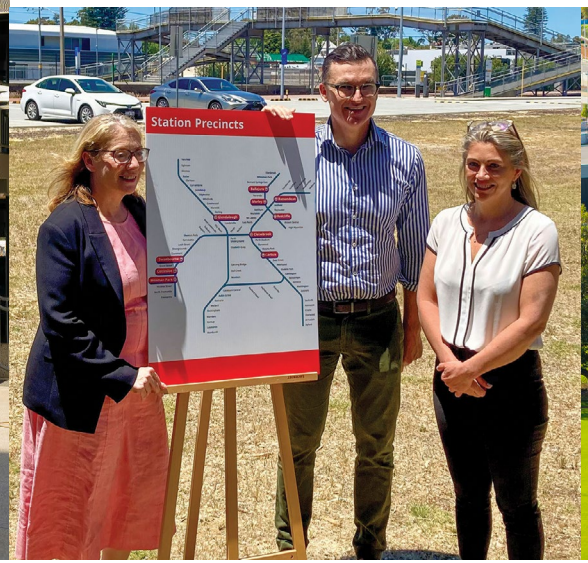
Precincts WA

Following the announcement of Precincts WA in November 2025, the Department has led implementation of the initiative, working with the WAPC and other government agencies to coordinate planning and development across 10 metropolitan station precincts – Ballajura, Bassendean, Carlisle-Oats Street, Claisebrook, Cottesloe, Glendalough, Morley, Mosman Park, Redcliffe and Swanbourne.

The initiative will support increased housing supply by focusing growth in well-connected locations with access to public transport, services and employment, providing greater housing choice for Perth's growing and changing population.

Using Improvement Plans and Improvement Schemes, Precincts WA will establish a consistent planning framework, provide greater certainty for industry and the community, and support more efficient planning and development assessment.

During the reporting period, the Department supported the WAPC by preparing Improvement Plan No. 65 – Station Precincts and commencing preparation of the draft Station Precincts Improvement Scheme.





Infrastructure coordination

The Department continued to play a central role in coordinating land development and infrastructure provision across government to support growth throughout Western Australia.

Working closely with government agencies and servicing authorities, the Department helps align the delivery of enabling infrastructure with new land for housing.

A key mechanism for this coordination is the Priority Corridor Working Group, administered by the Department. The cross-agency group brings together Water Corporation, Western Power and Main Roads WA to identify and prioritise headworks infrastructure required to unlock new and emerging growth areas. The Working Group also supports the Infrastructure and Residential Lands Oversight Group.

Infrastructure Development Fund

The Infrastructure Development Fund continued to support housing delivery with the cost of connecting new developments to essential power, water and sewerage infrastructure.



Minister Carey site visit to Mirvac's 'Darling' Estate in Bullsbrook – map shows the broader Swan Urban Growth Corridor including Bullsbrook and North Ellenbrook.

Since the Fund commenced in 2023, funding has been offered to 162 projects, supporting the delivery of more than 10,900 new apartments, regional key worker dwellings and community housing projects across Western Australia.

During 2025–26, the Fund awarded:

- $35.15 million to 47 apartment developments under Stream 1, supporting the delivery of more than 3,500 apartments
- $12.62 million to three Stream 3 key worker or community housing projects, supporting the delivery of up to 160 dwellings.

During the reporting period, construction commenced on several projects supported through the Fund.

The Boulevard Residences at 20 Linkage Avenue, Cockburn Central, officially commenced construction during the year. The development will deliver more than 185 apartments within walking distance of Cockburn Central Station and has been allocated up to $1.85 million to support power, water and sewer connections.

Construction also commenced on 10 multiple dwellings at 10 Bajada Road, Stirling, with the project allocated up to $100,000 for essential infrastructure connections.

Site works also commenced on a 171-dwelling community housing development at 6 Homelea Court, Rivervale, supported by funding of up to $1.71 million. A 30-dwelling development at Lot 915 Charing Cross, Wellard, was also supported by funding of up to $300,000.

Funding for Stream 1 and Stream 2 of the Fund will re-open for new projects as announced during the 2026–27 State Budget.

Priority growth front areas

Priority growth front areas in Perth's north-east and north-west, south-east and south-west continued to play an important role in delivering the State Government's long-term urban expansion strategy under Perth and Peel@3.5million. During the year, the Department progressed several Metropolitan Region Scheme amendments in North Ellenbrook, North East Baldivis and Jandakot to support future urban development. The amendments establish a coordinated planning framework for residential communities, regional infrastructure and environmental conservation areas, while addressing strategic transport, utility and water-management requirements.

Implementation of the East Wanneroo District Structure Plan area also continued. The plan provides for staged urban expansion to accommodate significant long-term population growth through a network of neighbourhoods, activity centres and employment areas, supported by coordinated infrastructure delivery and a district-wide groundwater management scheme.

Planning for the implementation of the North East Baldivis District Structure Plan has also continued. The District Structure Plan proposes urban development for 6,000 residential lots, with open space, schools and transport links. Planning for the coordinated delivery of utility services and water management infrastructure remains ongoing.

In the Peel region, the Department continues to assist local government with planning for Pinjarra's long-term growth and development.

Across these growth fronts, the Department continued to work collaboratively with State Government agencies, local government and industry to address environmental, servicing and infrastructure challenges, supporting sustainable growth and coordinated long-term planning outcomes.

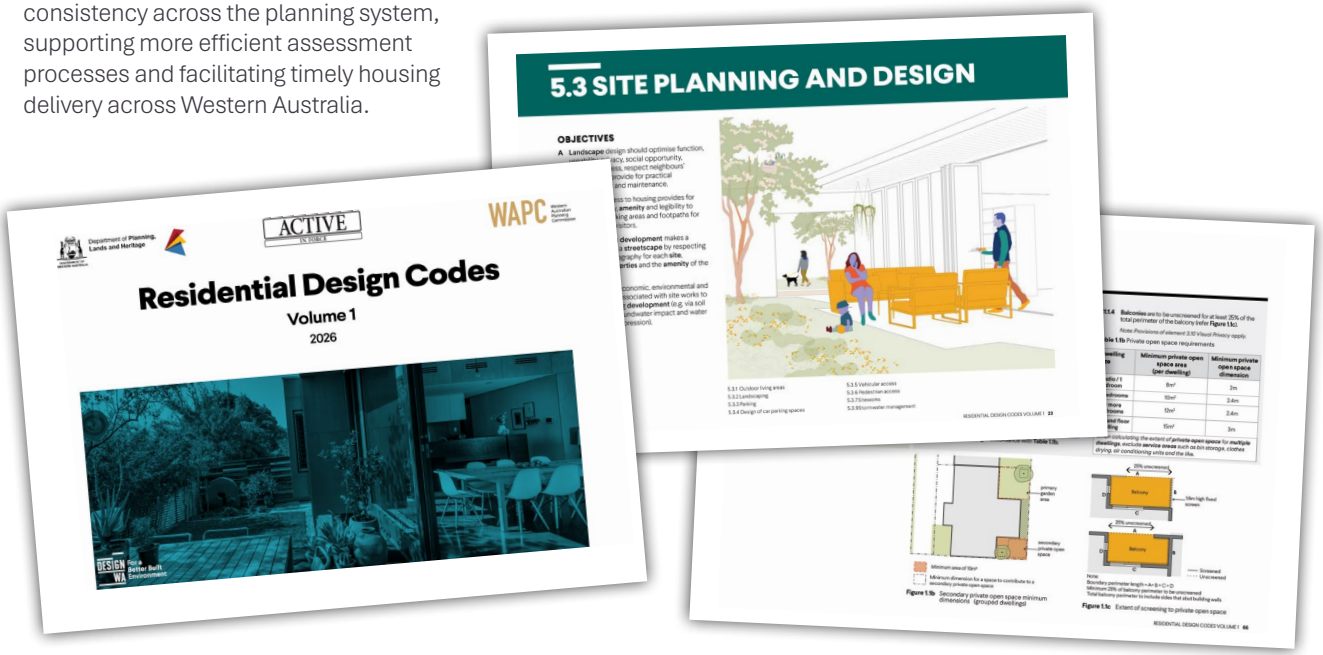
R-Codes review

The Department continued its review of the Residential Design Codes (R-Codes) as part of the State Government's broader planning reform agenda.

During 2025–26, the Department undertook technical investigations, stakeholder engagement and code development to inform proposed reforms. The review focuses on streamlining requirements, improving usability, reducing complexity and increasing density flexibility to support housing delivery.

Extensive consultation was undertaken with industry and local government to test reform options and ensure the R-Codes respond to operational challenges while supporting well-designed infill development and increased housing supply.

The revised R-Codes are expected to improve clarity and consistency across the planning system, supporting more efficient assessment processes and facilitating timely housing delivery across Western Australia.



Promoting infill through Design WA

The Department continued to promote well-designed infill development through the Design WA suite of planning policies.

State Planning Policy (SPP) 7.0 Design of the Built Environment, the R-Codes and SPP 7.2 Precinct Design, and the associated guidelines, provide a design-led framework that supports improved outcomes for housing density, amenity and sustainability – which will shape our future communities.

The Design WA program promotes consistent planning assessment and encourages urban infill that responds to local context while supporting compact, connected and liveable communities. This approach aligns with the State's planning objectives, including increasing housing opportunities around metropolitan station precincts.

Significant Development Pathway

The Significant Development Pathway entered its sixth year of operation during 2025–26.

In 2025–26, 23 applications were determined by the WAPC, including 21 approvals valued at $2.38 billion, with approved projects spanning renewable energy, industrial development, social housing, apartments and health infrastructure.

A further 14 applications, representing $4.44 billion in potential investment, remained under assessment at 30 June 2026.

During the year, two approved developments were completed and occupied, while the WAPC also determined 19 amendment applications.

State Referral Coordination Unit

The State Referral Coordination Unit (SRCU) continued to support the Part 11B Significant Development Pathway by coordinating referral advice from State Government agencies and service providers.

The SRCU provides coordinated whole-of-government advice to proponents, the Significant Development Assessment Unit and the WAPC's Statutory Planning Committee, supporting timely and informed decision-making.

During 2025–26, the SRCU expanded its role to provide case management services across a number of priority growth areas, working with government agencies, servicing authorities and industry to identify and resolve issues that may affect planning approvals or housing delivery.

Planning Online

Planning Online continued to transform the way planning applications are managed across Western Australia.

Launched in March 2024 and scheduled for completion in 2026–27, the end-to-end digital platform supports the lodgement, assessment and determination of WAPC and DAP applications, while improving planning data capture and workflow management.

Since its launch, more than 16,000 applications have been lodged through Planning Online and the platform has grown to more than 3,000 registered users.

Regional planning strategies

On behalf of the WAPC, the Department continued preparing regional planning strategies for the South West, Wheatbelt, Goldfields-Esperance, Great Southern, Mid West, Gascoyne, Pilbara and Kimberley regions.

During the reporting period, the Department undertook significant engagement with State Government agencies and authorities to ensure the strategies progressed in a coordinated manner and aligned with the State's strategic planning priorities.

Development Assessment Panels

The Department continued to support the DAP system through the Secretariat, which manages panel operations, governance and administrative processes.

The Secretariat is responsible for publishing agendas and minutes, maintaining records of meetings and panel membership and supporting transparent and accountable decision-making.

The DAP Executive Director also represents the system in proceedings before the State Administrative Tribunal (SAT). All DAP meetings continue to be live-streamed and open to the public.

During 2025–26, the Secretariat received 267 applications, comprising 216 Form 1 applications, 41 Form 2 (minor amendments or cancellations) applications and 10 SAT appeals.

Breakdown by DAP Area

No. applications received by DAP	Form 1	Form 2	SAT	Total
Metro Inner DAP	84	24	3	111
Metro Outer DAP	92	12	4	108
Regional DAP	40	5	3	48

Cost of development by DAP area for Form 1 applications received

New application cost of development	Total
Metro Inner DAP	$1,897,962,227
Metro Outer DAP	$3,532,001,215
Regional DAP	$10,919,350,000

Government Architect: strengthening design leadership

During 2025–26, the Office of the Government Architect Western Australia (GAWA) strengthened its design leadership across major infrastructure, housing and planning projects by providing earlier and more consistent advice to government agencies.

This expanded support helped identify design risks and opportunities earlier, improve coordination and streamline planning and approval processes across major health, transport, civic and cultural infrastructure projects.

In May 2026, a key initiative was the announcement of the Housing Pattern Book, supported by dedicated State Government funding to encourage more diverse, affordable and well-designed housing. Aligned with station precinct planning and broader housing reform, the Pattern Book will provide architect-designed, medium-density housing options that address the 'missing middle' and can be adapted to a range of well-connected neighbourhoods.

By providing high-quality, approval-ready designs, the initiative aims to reduce complexity, improve design quality and support the timely delivery of housing in locations close to transport, jobs and services.



Early design support for major health infrastructure

The Women and Babies Hospital Murdoch and Osborne Park Hospital expansion projects demonstrate the value of early collaboration, strategic design leadership and coordinated planning support in delivering major projects.

Since the projects' commencement, GAWA has provided independent design advice and technical expertise to support high-quality outcomes while helping progress within ambitious delivery timeframes.

GAWA's involvement included facilitating interagency workshops, establishing precinct design principles, and supporting streamlined approvals processes. Working closely with project teams, planning officers and decision-makers, GAWA helped identify design and approval risks early, reduce unnecessary planning conditions and support coordinated decision-making.

The State Design Review Panel guided design refinements for both hospitals, with a focus on strengthening integration with surrounding precincts, reducing building bulk, improving wayfinding, enhancing landscape amenity, and creating stronger connections to public spaces and transport networks.

These refinements improved the functionality and legibility of each development while creating more welcoming and accessible environments for patients, visitors and staff. The projects demonstrate the value of early design leadership and coordinated planning in delivering high-quality outcomes for complex public infrastructure.

Partnership with the Department of Housing and Works

The partnership between GAWA and the Department of Housing and Works (DHW) continued to strengthen the design quality of social housing expansion projects across Western Australia. The agreement provides a framework for GAWA to deliver independent design advice on housing developments under DHW's delegated planning authority.

During the year, GAWA provided design advice across grouped dwelling and apartment developments, supporting the application of the principles of SPP 7.0 Design of the Built Environment. Advice focused on site planning, landscape design, dwelling amenity, sustainability and neighbourhood character, with project teams incorporating feedback to improve outcomes.

A significant achievement was the introduction of a streamlined design review process that enables earlier engagement during expansion planning and concept development. This has further improved collaboration, strengthened project briefing and helped identify design opportunities before detailed design work commences.



Department of Housing and Works social housing project in Innaloo designed by MJA Studio.



Meaningful reconciliation

"We prioritise access to and custodianship of land for Aboriginal people, while improving cultural competency and incorporating reconciliation into business operations"

Protecting Aboriginal heritage

Aboriginal heritage is managed and protected under the *Aboriginal Heritage Act 1972* (AHA), ensuring the protection of all Aboriginal heritage in Western Australia of importance and significance to Aboriginal people, whether registered under the AHA or not.

It includes places and objects of cultural significance to Aboriginal people, such as rock art, rock shelters, burial places, waterways, ochre or stone quarry sites, ceremonial sites and scarred trees, as well as sacred and ceremonial sites.

The Department works with Aboriginal people and native title parties to identify, protect and manage places of significance and provides advice to the public and private sectors and the community about Aboriginal heritage management and approval processes.

Information about Aboriginal heritage in Western Australia is recorded on the Register of Places and Objects and in the Aboriginal Cultural Heritage Inquiry System (ACHIS).

How the Department supports ACHC

Under the AHA, an officer of the Department is appointed as the Registrar of Aboriginal Sites, who administers the day-to-day operations of the Aboriginal Cultural Heritage Committee (ACHC).

The Department assists the ACHC in undertaking its functions which include:

- evaluating on behalf of the community the importance of Aboriginal heritage places and objects for registration as Aboriginal sites
- assessing statutory land use applications that intersect with Aboriginal heritage and making recommendations to the Minister for Aboriginal Affairs and the Registrar.

Throughout the year, the Department supported the ACHC with various stakeholder engagement activities.

In March, the Committee visited Geraldton and met with Department staff who play a crucial role in engaging with Aboriginal people across the Mid West. The visit featured constructive meetings with prescribed bodies corporate, including: Bundiyarra Aboriginal Corporation, Wajarri Yamatji Aboriginal Corporation, Malgana Aboriginal Corporation and Yamatji Southern Regional Corporation.

The Committee also visited Willi Gulli, an archaeologically significant Aboriginal site containing more than 100 rock paintings, stencils, stone tools and artefact scatters. The site was gazetted as a Protected Area in 1985 in recognition of its outstanding importance as an occupation and art site.

Dampier Peninsula Project

The Dampier Peninsula Project demonstrates the Department's commitment to working in partnership with Aboriginal communities to protect and manage cultural heritage in high visitation areas. Delivered between 2022 and 2026, the project responded to increased tourism following the sealing of the Broome–Cape Leveque Road and the associated risks to culturally significant sites.

The Department worked with four prescribed bodies corporate – Bardi and Jawi, Nyul Nyul, Gogolanyngor and Nimanburr – to deliver community-led outcomes that respected cultural authority and local priorities. Traditional Owners guided all On Country activities, ensuring heritage protection reflected cultural knowledge and decision-making.

Key achievements included the installation of 173 culturally appropriate signs, production of 52 large-format maps and delivery of site protection and remediation works across priority locations.

The project also strengthened Aboriginal governance by supporting local ranger employment and building capability in heritage management and legislative processes.

By combining cultural knowledge with practical land management, the project improved protection of Aboriginal heritage places, increased visitor awareness and provided a model for Aboriginal-led heritage management across regional and remote Western Australia.

Darrajayin Protected Area

In February 2026, the Darrajayin Protected Area was declared under the AHA – the first in more than 30 years.

Based on the cultural heritage evidence provided by the Malarngowem Aboriginal Corporation, Darrajayin was determined by the ACHC to be an Aboriginal site of outstanding importance.

Located south of Warmun in the East Kimberley, it holds sacred Dreaming stories, is a significant cultural landscape and has been depicted by Aboriginal artists.

The declaration enables the protection of significant cultural heritage while also allowing for the continuation of pastoral and grazing activities in the area.



Ngurra Kayanta's Indigenous Protected Area and Ranger Program are funded through the Australian Government's Indigenous Protected Areas program. Mapping activities were also supported by the Indigenous Desert Alliance Foundation.

Reconnecting to Country through capacity building

The Ngurra Kayanta Aboriginal Corporation (NKAC), which represents the Walmajarri, Wangkajunga and Manyjilyjarra people of north-west Western Australia, is using Capacity Building Program funding to establish its Culture and Heritage Program.

During August 2025, the program supported the Ngurra Kayanta Rangers to undertake mapping of Country, providing a foundation for future management of the Indigenous Protected Area. Guided by the cultural knowledge and memories of Elders and supported by information held in the Register of Places and Objects, the team ground-truthed more than 20 Aboriginal places, including rock holes, soaks, artefact scatters, former camps and ceremonial sites. While many of these places were well known through oral history, only a small number had previously been mapped using GPS technology.

Funding also supported a track-making program to improve future access for cultural, fire, water and threatened species management, while enabling community members to reconnect with and care for Country.

The program has also supported the repatriation of heritage survey reports from the 1980 and 1981 expeditions. These records contain important cultural knowledge and place information provided by previous generations of Elders and are now being preserved by NKAC for future generations.

The program will continue to evolve through the implementation of a newly developed Culture and Heritage Strategy. Supported by Capacity Building Program funding, a series of community workshops captured the strengths, aspirations and priorities of Ngurra Kayanta people.

Native Title Party Capacity Building Program

The Native Title Party Capacity Building Program supports native title parties to strengthen their capacity to engage with industry and government and participate in processes under the AHA.

Funding is used to employ and develop staff, improve data management systems and strengthen organisational governance, supporting more effective heritage management and consultation.

The State currently funds 77 native title parties, representing almost 90 per cent of Western Australia's land area. In 2025–26, $12.33 million in capacity building funding was shared across these Aboriginal organisations.

Aboriginal Heritage Survey Program

The Aboriginal Heritage Survey Program assists land users to plan activities that avoid or minimise harm to Aboriginal cultural heritage, in turn reducing the need for statutory approvals or identifying where approvals may be required. The program also provides an evidence base to determine whether more detailed investigations are required to support applications under section 18 of the AHA.

The program strengthens the quality and reliability of heritage information by improving the accuracy of site boundaries and updating records in the Register and ACHIS.

Native title parties participating in the program have consistently reported positive outcomes, highlighting opportunities to return to Country, share cultural knowledge, and identify and record heritage places.

During 2025–26, the Department received 50 eligible applications from native title parties, local governments and small businesses. Six surveys were completed and four reports published, supporting both heritage protection and informed land use planning.

Survey reports are published with culturally sensitive information withheld where appropriate.

Spatial Capture Correction Project

The Spatial Capture Correction Project was established through the Aboriginal Heritage Survey Program to improve the accuracy of spatial information within the ACHIS and the Register of Places and Objects.

The project reviews legacy site boundaries that were originally mapped using one-kilometre and 10-kilometre topographical grid squares. Using information already held by the Department, the desktop assessment improves the reliability of spatial data used in statutory processes under the AHA.

Of the almost 1,500 sites identified as suitable for review, more than 1,200 site files have been examined and 369 site boundaries successfully updated.

The project has also identified sites where existing information is insufficient to refine boundaries. This work will help inform future Aboriginal Heritage Survey Program priorities by identifying opportunities for targeted surveys with native title parties to further improve the accuracy of the ACHIS and the Register of Places and Objects.



Photo - Salty Davenport

Preserve, Promote and Protect our Aboriginal Sites grants program

The Preserve, Promote and Protect our Aboriginal Sites grant program supports Aboriginal people to conserve, manage and celebrate their cultural heritage across Western Australia.

Since commencing in 2014, the program has committed more than $4.25 million to projects that deliver long-term heritage outcomes, increase public awareness of Aboriginal heritage and create employment and cultural interpretation opportunities, particularly in regional Western Australia.

During 2025–26, the grants pool increased to $1.25 million, supporting Aboriginal organisations to deliver projects including burial site remediation, interpretive and truth telling signage, fencing, site management and the digital preservation and promotion of cultural knowledge.

Sites of Truth Telling

The Department's Sites of Truth Telling program works with Aboriginal communities and other stakeholders to support the recognition, protection and interpretation of places that hold cultural and historical significance for Aboriginal people.

The program focuses on places associated with the impacts of colonisation in Western Australia, helping to identify and interpret sites that contribute to truth telling and a broader understanding of the State's shared history.

During 2025–26, the Department continued to engage with Aboriginal communities and stakeholders to support the protection and interpretation of significant places, contributing to truth telling, cultural healing and reconciliation.

Carlawillup (Carlawilgieup) Rockhole Restoration

Nowanup Noongar Boodja Ltd received almost $50,000 through the Preserve, Promote and Protect our Aboriginal Sites grant program to undertake rehabilitation works at Carlawillup (Carlawilgieup) Rockhole in Jerramungup. The project brought together Noongar Elders and emerging leaders to assess the condition of the site and guide future management. Carlawillup is a place of significant cultural, environmental and historical importance, forming part of a broader cultural landscape that has provided water, food, shelter and places for ceremony, teaching and gathering for thousands of years.

Works included a comprehensive site assessment, rockhole clean-up, installation of protective signage and the sharing of cultural knowledge and stories. Completed in January 2026, the project identified practical, culturally informed recommendations to support the long-term management of Carlawillup Reserve, including improvements to site access, vegetation management and fire mitigation to protect both its cultural and environmental values.



Murujuga World Heritage Listing

In July 2025, at its 47th session, the UNESCO World Heritage Committee granted World Heritage status to Murujuga.

Murujuga is the traditional Aboriginal name for the Dampier Archipelago and surrounding areas, including the Burrup Peninsula. It contains more than one million petroglyphs, representing one of the densest concentrations of rock engravings in the world and providing an archaeological record of thousands of years of Aboriginal connection to Country.

The petroglyphs hold deep cultural, spiritual and archaeological significance for Traditional Owners, connecting stories, customs and knowledge of the past with living cultural practices today. The World Heritage Listing recognises the outstanding international value of Murujuga's cultural heritage.



Aboriginal site audits

The Aboriginal Site Auditing Program supports the Registrar's responsibilities under section 38 of the *Aboriginal Heritage Act 1972* to maintain the Register of Places and Objects.

Through the program, Department senior heritage officers undertake routine audits of registered Aboriginal heritage sites to assess condition, confirm heritage values remain intact and ensure records are accurate and current.

Audits also identify opportunities for proactive site management, including interpretative signage, fencing and site remediation works to support the protection and preservation of cultural heritage values.

Prior to audits, the Department engages with relevant native title bodies, prescribed bodies corporate and Indigenous Land Use Agreement parties to provide information about planned visits and invite Traditional Owner participation. Additional consultation and care are undertaken where sites are culturally sensitive or restricted.

During 2025–26, 124 Aboriginal site audits were undertaken across Western Australia.



Ken Kelly, Senior Heritage Officer, carrying out a site audit in the Pilbara.



Senior Heritage Officers from our regional offices came together on Whadjuk Country to participate in professional development activities.

Regional workshops

Regional workshops are held twice annually, to strengthen the capability of senior heritage officers, build professional networks and support consistent heritage management practices across Western Australia.

The December 2025 and May 2026 workshops were held in Boorloo (Perth) on Whadjuk Country and combined technical training, On Country learning and collaborative discussions.

Key activities included:

- visits to the WA Museum Collections and Research Centre and the UWA Rock Art Facility to strengthen knowledge of conservation, research and interpretation of cultural material
- technical sessions on the Register of Aboriginal Sites and Objects and land tenure to support understanding of legislative frameworks and data management
- practical training on the identification of skeletal remains to strengthen culturally sensitive and compliant field responses
- presentations on strategic initiatives, including the Sites of Truth Telling database and Reconciliation Action Plan priorities.

The workshops strengthened workforce capability, supported collaboration across regions and reinforced a shared commitment to the respectful management and protection of Aboriginal cultural heritage across Western Australia.

TAFE Certificate III in On Country Management

During 2025–26, the Certificate III in On Country Management transitioned from a regional pilot program to a nationally recognised qualification delivered through South Regional TAFE and Central Regional TAFE. Developed by the Department in partnership with South Regional TAFE, the qualification was specifically designed to meet Western Australia's unique environmental, cultural and land management needs. It supports participants to develop nationally recognised skills in environmental management, heritage protection and governance, while embedding traditional ecological knowledge and connection to Country.

The Department also partnered with North Metropolitan TAFE to introduce the qualification in the metropolitan area from Semester 2, expanding access to training across the state.

During the reporting period, 33 students enrolled in the program at South Regional TAFE and Central Regional TAFE. Twenty-one students completed the qualification in 2025, with a further eight expected to complete their studies in mid-2026.

Closing the Gap initiatives

To support Priority Reform Four under the National Agreement on Closing the Gap, the Department is progressing the Aboriginal Population Project.

The project will deliver detailed Aboriginal population estimates and medium-term forecasts for Western Australia and its sub-state regions, including analysis by Indigenous status, age and sex.

Using Australian Bureau of Statistics data and contemporary demographic methods, the project will strengthen access to reliable regional population information. This evidence base will support government agencies to better plan services and infrastructure, evaluate outcomes and measure progress against Closing the Gap targets.

Supporting planning outcomes for remote Aboriginal communities

The Department continued to implement SPP 3.2 Aboriginal Settlements, which supports the collaborative planning and orderly development of remote Aboriginal settlements.

A key component of SPP 3.2 is the preparation and maintenance of layout plans. The Department maintains a suite of layout plans on behalf of the WAPC, predominantly across the Kimberley, Pilbara and Goldfields-Esperance regions, and updates them to ensure they remain current.

Layout plans play an important role in supporting the delivery of housing, infrastructure and services in remote communities. During 2025–26, 17 amendments were processed.

Bidyadanga Land Activation pilot scheme

The Bidyadanga Land Activation Project is a government initiative focused on resolving complex land tenure arrangements and supporting sustainable development outcomes for the Bidyadanga community.

The project is progressing land assembly, tenure reform and future town planning to help unlock opportunities for housing, infrastructure and economic development. It involves collaboration between the community, Traditional Owners, State agencies and service providers to better align land ownership, servicing and governance arrangements.

Progress during the year included advancing key tenure negotiations, developing implementation planning and coordinating across agencies to address servicing and infrastructure requirements. Work continues to finalise legal frameworks, including an Indigenous Land Use Agreement and related arrangements, to support future housing and essential services.

The project continues to provide a model for coordinated land activation in remote communities and inform broader policy and program delivery across Western Australia.

First Nations Australians Planning Program

The Department continued to support the First Nations Australians Planning Program (FNAPP), strengthening culturally informed planning advice and embedding First Nations knowledge of Country into WA's planning system.

In 2025–26, the program supported Aboriginal community organisations and prescribed bodies corporate on land use planning matters, including estate planning, infrastructure, development and governance.

Key achievements included progressing Aboriginal-led planning initiatives such as the development of the Yawuru Estate Strategy, supporting First Nations planning scholarships with Curtin University, and expanding regional capability through recruitment of a Pilbara-based First Nations planning role.



Scholarship recipients Joshua Zelesco and Arabella Saunders with Director General, Anthony Kannis

AIATSIS Summit 2026

Principal Policy Officer Wynston Shovellor represented the Department at the AIATSIS Summit 2026, strengthening engagement with First Nations leaders, native title bodies, community organisations and government agencies. The summit provided an opportunity to promote the FNAPP, share lessons from the program and contribute to national discussions on planning for Country, cultural governance, Aboriginal heritage reform and culturally informed planning practices.





Yinajalan Ngarrungunil Health and Wellbeing Campus opens in Broome

The official opening of the Yinajalan Ngarrungunil Health and Wellbeing Campus in Broome on 27 October 2025 marked a significant milestone for Nyamba Buru Yawuru and the local community.

Meaning 'care for people' in the local Yawuru language, Yinajalan Ngarrungunil reflects a deep connection between culture, Country and community.

The campus brings together traditional knowledge and contemporary health practices to create a place of healing, learning and belonging. It provides holistic, culturally grounded health services designed to support wellbeing across the region.

The FNAPP provided support throughout the development process, helping to embed cultural values and perspectives into the planning and design of the campus.

The project aligns with the Department's Strategic Plan 2025-2029 by supporting meaningful reconciliation, shaping communities, and ensuring the sustainable and responsible management of land.

Ngumpan Festival

The Department expanded the reach of the FNAPP through participation in the 2025 Ngumpan Festival, promoting the program among First Nations communities, regional prescribed bodies corporate and stakeholders across the Kimberley.

Department officers led discussions on planning for Country from a First Nations perspective, providing practical information about land use planning in remote areas and strengthening relationships with First Nations stakeholders.

The engagement created opportunities for continued collaboration, including discussions on Community Layout Planning, support for Fitzroy Valley planning priorities and promotion of the FNAPP.

Procurement policies supporting Aboriginal businesses

The Department continued to embed reconciliation into procurement practices by supporting transparent, ethical and value-for-money purchasing that considers social, economic and environmental outcomes.

This included identifying opportunities to increase Aboriginal business participation and support Aboriginal economic empowerment through procurement planning, supplier engagement and contract management.

Procurement activities remained aligned with whole-of-government and agency requirements, ensuring purchasing decisions considered social value and supported stronger engagement with Aboriginal businesses.

During 2025–26, the Department awarded more than 12 per cent of contracts to registered Aboriginal businesses. These contracts, valued at more than $3.5 million, supported businesses operating across the Perth metropolitan area, Kimberley, Pilbara, Goldfields-Esperance and South West regions.



Hon Don Punch MLA speaking at the annual On-Country Bush Meeting at Yule River Meeting Place in July 2025, hearing directly from Aboriginal communities across the Pilbara about their priorities, concerns and aspirations.



Stretch Reconciliation Action Plan

Launched in May 2025, the Department's 2025–2028 Stretch Reconciliation Action Plan (RAP) embeds reconciliation across core business and builds on the foundations established through earlier Reflect and Innovate RAPs.

First-year achievements included the continuation of our Talk, Tea and Tim Tam speaker series, refreshed Acknowledgement of Country induction materials, establishment of the RAP Community, staff participation in the Danjoo Koorliny Djilba Social Impact Summit and development of practical resources to support culturally informed engagement.

Launch of Aboriginal Engagement Toolkit

In 2025, the Department launched an updated Aboriginal Engagement Toolkit as a practical resource for staff undertaking Aboriginal stakeholder engagement. Developed in consultation with key stakeholders, the Toolkit supports culturally safe, respectful and consistent engagement with Aboriginal people and communities, while reinforcing shared cultural standards and commitments under the RAP.

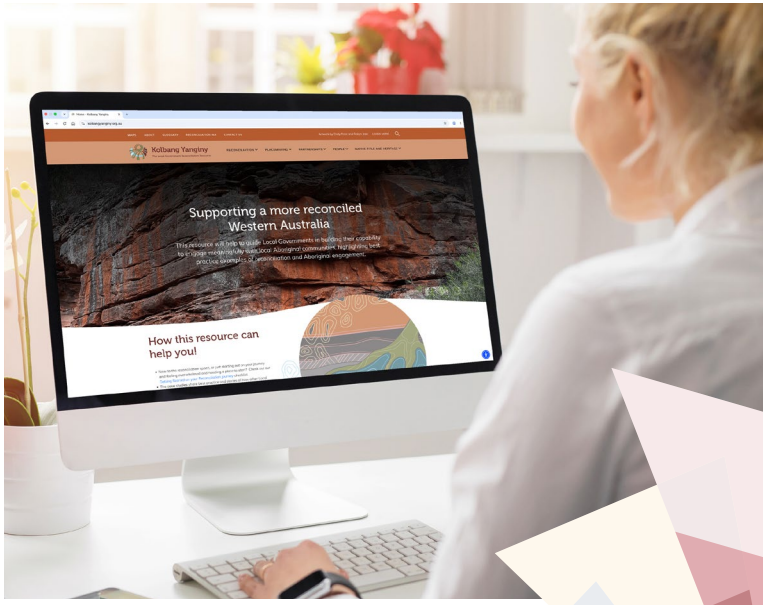


Supporting stronger local government engagement with Aboriginal communities

The Department supported the development of Kolbang Yanginy, an online platform developed by Reconciliation WA, with government and community organisations to support local governments to engage more respectfully and effectively with Aboriginal communities.

Meaning 'going forward/sharing' in Noongar, the platform provides reconciliation stories, case studies, practical tools and guidance on cultural protocols, heritage and partnership building.

The initiative supports more informed engagement and recognises the importance of Country, culture and heritage in building stronger relationships with Aboriginal communities.



NAIDOC Week

In July 2025, we celebrated NAIDOC Week, joining national celebrations marking 50 years of NAIDOC as a national event and recognising the history, culture and achievements of Aboriginal and Torres Strait Islander peoples.

Under the theme *The Next Generation: Strength, Vision and Legacy*, the Department hosted a keynote panel featuring young First Nations leaders and supported a joint-agency event celebrating culture, leadership and legacy.

The Department also welcomed Aboriginal curator Michelle Broun to Fremantle Prison as part of the Talk, Tea and Tim Tam speaker series, highlighting the importance of truth telling, cultural leadership and shared learning.

Together, these activities strengthened cultural understanding and reinforced the Department's commitment to an inclusive, informed and respectful workplace.



National Reconciliation Week May–June 2026

The Department recognised National Reconciliation Week through internal and joint-agency activities supporting the theme 'All In'.

Activities included keynote and learning sessions on Aboriginal-led approaches to caring for Country, a Reconciliation WA breakfast, a Great Southern RAP launch event, a collaborative art workshop with Noongar artist Melissa Spillman and a Stretch RAP update session.

Staff were encouraged to participate in events, deepen their understanding of Country, use respectful language, share learnings and identify practical actions that support reconciliation.





Walk for Reconciliation at Galup (Lake Monger) and Goomurrup (Bunbury)



Sustainable and responsible land management

"We collaborate with stakeholders to find long-term solutions for land use, mitigate climate impacts, and promote net-zero transitions"

Land identification and supply

Strategic Crown land divestment

The Department's land divestment work supports the State Government's priorities by facilitating the disposal of surplus Crown land for social and affordable housing, aged care and community infrastructure and other public purposes, while unlocking value from underutilised State assets.

The work includes identifying and assessing Crown land, removing development constraints, preparing land for future use and facilitating competitive disposals.

During 2025–26, the Department generated $20.554 million through the sale of surplus Crown land, supporting economic, environmental and community outcomes across Western Australia.

Crown land in regional Western Australia

The Department continued to facilitate the divestment of underutilised Crown land across regional Western Australia to support a range of housing outcomes.

During 2025–26, multiple sites were transferred to enable social, affordable and key worker housing. This included the discounted sale of land in Darkan for aged care accommodation and the nominal-value disposal of land in Geraldton to support the delivery of a 140-dwelling key worker village.

Strategic Industrial Lands Activation Plan

The State Government's Strategic Industrial Lands Activation Plan provides a coordinated framework for the future development of Western Australia's Strategic Industrial Areas and supports investment through the $1 billion Strategic Industries Fund to deliver the State's next generation of major job-creating projects.

The Department works in partnership with the Department of Energy and Economic Diversification and DevelopmentWA to enable strategic industrial land development through a coordinated whole-of-government approach.

During the reporting period, the Department continued to support streamlined planning frameworks for Strategic Industrial Areas, helping facilitate the growth of emerging and new industries and advance the State Government's vision for a diversified, future-ready economy.

Lockridge Living Precinct

The Department progressed the divestment of a 1.66-hectare surplus Crown site on Kerwin Way, Lockridge, to support the development of a seniors living precinct comprising aged care and independent living accommodation.

The project demonstrates how strategic land divestment and rezoning can unlock underutilised land to support ageing in place and respond to growing demand for seniors housing.





Land management

The Department is responsible for administering and managing Western Australia's Crown land estate, comprising approximately 92 per cent of the State's landmass, including non-freehold land, coastal waters and inland waterways.

This includes the allocation, leasing, licensing, sale and transfer of land to support economic activity, project development and the responsible activation of Western Australia's land assets. Working with Traditional Owners through native title processes, agreement-making and ongoing engagement, and other relevant stakeholders, the Department supports the sustainable management of publicly owned land in the public interest.

The Department's asset stewardship approach supports the long-term management of Crown land assets by balancing public value, risk, sustainability and future use considerations.

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. These services support the State Government's goal of investing in Western Australia'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 associated with land dealings
- administering the State Government's Land Asset Sales Program to unlock underutilised land for higher-value purposes.

Carbon farming

The Department continued to support the State's response to climate change by enabling carbon farming projects on Crown land. These projects deliver environmental, social and economic outcomes through the regeneration of native vegetation on pastoral leases and strategic savanna-burning practices that reduce the risk of, and emissions from, late dry season wildfires.

During 2025–26, the Department:

- assisted project proponents, processed eligible interest holder consent applications and provided recommendations for Ministerial consideration
- developed, in collaboration with an interagency working group, State policies to expand approved carbon farming methods available for use on WA Crown land to include permanent planting, plantation forestry, and the newly released 2026 savanna fire management methods
- in collaboration with the same interagency working group, began consideration of an enabling State policy for the first of the methods available under the Commonwealth's new Nature Repair Market Scheme (replanting native forest and woodland ecosystems).

Indigenous Land Use Agreements

The Department has a dedicated team responsible for implementing State-Significant Indigenous Land Use Agreements (ILUAs). The team supports the day-to-day activities required to transfer land into the respective Land Estates established under these agreements.

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

The Department works with Traditional Owners to prioritise the transfer of identified properties to deliver social, cultural and economic benefits under these agreements.

South West Native Title Settlement

The first land transfers since 2021 occurred during this reporting period as part of the South West Native Title Settlement, supporting the progressive establishment of the Noongar Land Estate.

The Department worked closely with the Noongar Boodja Trustee and Regional Corporations to progress priority land transfers across the Settlement area. In July 2025, six lots in the Wagyl Kaip Southern Noongar ILUA area were transferred to the Noongar Boodja Trust. In April 2026, a further three lots were transferred in the Yued ILUA area, followed by four additional land parcels in the Wagyl Kaip Southern Noongar ILUA area in June 2026.

A significant amount of land has been scheduled for allocation, with the Department's South West Native Title Settlement team continuing to progress land assembly activities to support future transfers.

Tjiwarl Palyakuwa Implementation Committee On Country workshops

In May 2026, State Government representatives joined Tjiwarl Traditional Owners On Country for an Implementation Committee meeting to discuss progress on the implementation of the ILUA.

The meeting brought together members of the Tjiwarl Aboriginal Corporation and representatives from government to discuss priorities, progress and the work of the various working groups established under the agreement.

The Department co-chairs the Tjiwarl Land Estate Working Group and is responsible for progressing land commitments under the Tjiwarl ILUA.

A highlight of the meeting was an On Country visit to Logan Springs, a significant cultural site transferred to the Tjiwarl Aboriginal Corporation under the ILUA in 2024.

On Country with Tjiwarl Traditional Owners.
Left to right: Angela Elder, Liam Wallis, Alexander John.





Whiteman Park

Whiteman Park is a major recreation and conservation reserve covering more than 3,700 hectares in Perth's north-east, providing significant environmental, social and cultural value to the community. Located in the Swan Valley, the Park provides a unique setting where protected bushland, wetlands and wildlife conservation areas coexist with accessible, recreational, educational and heritage experiences. The Park's operation and maintenance are funded by the WAPC and managed by the Department on its behalf.

Environmental stewardship is central to the Park's purpose. Large areas of native vegetation are managed for conservation, supporting biodiversity and providing habitat for Western Australian fauna. Programs including guided nature experiences, nocturnal wildlife walks, environmental education and annual sustainability events promote conservation awareness and encourage community participation in protecting the natural environment.

As a major community asset, Whiteman Park is one of Western Australia's most visited parks, supporting health, wellbeing and social connection through open space, trails, picnic areas and play spaces. Its calendar of community events, festivals and volunteer supported activities strengthens community engagement and reinforces the Park's role as a shared place for learning, recreation and connection with nature.

Whiteman Park demonstrates the value of a multifunctional reserve that protects significant natural environments while delivering lasting benefits to the community.

Visitors

Whiteman Park continues to be a major tourist destination in the Swan Valley.

During 2025–26, Whiteman Park recorded more than 1.7 million visitors, the highest number recorded, continuing the trend of increased visitation each year. Visitors included international, interstate and local visitors.



Master planning

Whiteman Park continues to deliver the objectives outlined in the Whiteman Park Management Plan 2022-2027, which was endorsed by the WAPC in 2021.

Capital works

During 2025–26, Whiteman Park delivered ongoing capital projects and commenced new projects aligned with the management plan.

Projects progressed during the year include:

- road upgrades at Mussel Pool
- landscaping and tree planting at entry statements
- electric vehicle charging stations
- changeroom facilities at the Splash Pool
- continued expansion of the dual-use path network around Horse Swamp
- a new dual-use path connecting Whiteman Station entry to Whiteman Village.

Road and pavement resurfacing works at Mussel Pool

Completed in November 2025, the project upgraded approximately one kilometre of the Mussel Pool West Road network, improving safety, drainage, serviceability and landscaping outcomes. The road provides an important connection between the Village precinct and critical operational infrastructure, and had reached the end of its service life.

Works included realignment across Bennett Brook to reduce near-miss incidents. The works were undertaken within the existing road reserve to minimise environmental impacts while maintaining access for heavy vehicle movements.

Additional realignment improved safety at a nearby roundabout, while pedestrian crossings were upgraded to meet Main Roads WA Design for Access and Mobility standards. Drainage and verge stabilisation works were also incorporated to reduce flooding and erosion risks.

Construction was staged to maintain access for park users, leaseholders, emergency services and staff throughout the works.





Entry statement landscaping Beechboro Road

Following completion of the METRONET project and the return of land managed by Whiteman Park from the Public Transport Authority, Whiteman Park commenced a planting program at the Beechboro Road entry.

The works included planting native trees on both sides of the road to create a green avenue into the Park and rehabilitating hillside areas to establish additional canopy and habitat for native flora.

Reticulation was installed to support watering during summer months and improve the establishment and long-term success of the planting program.



Economic diversification

"We use strategic land use planning and management to support the State Government's agenda for economic growth and industry diversification"

Photo - Simon Westlake



Supporting renewable energy projects

Renewable Energy Planning Code and Guidelines

The Department is leading development of the draft Renewable Energy Planning Code and supporting Guidelines to establish a clear and consistent planning framework for assessing renewable energy infrastructure, including generation, storage and transmission projects across Western Australia.

The draft code was released for public comment from December 2025 to April 2026, with 109 submissions received from industry, local government, community members and other stakeholders.

While the draft code initially focuses on wind farm development, the code has been structured to accommodate other forms of renewable energy infrastructure, including solar farms and battery energy storage systems, as required.

The Code will provide greater clarity around development application requirements and assessment standards, including matters such as noise and visual amenity. This will support industry confidence, while providing communities with greater understanding of how renewable energy proposals will be assessed.

To complement the Code, the Department is progressing targeted regulatory reforms to strengthen planning controls for renewable energy projects. These include requiring development approval for new noise-sensitive developments near wind farms and establishing a mandatory streamlined approval pathway for projects valued at $20 million or more.

The Department is reviewing feedback received through public consultation to inform the final Code, which is expected to be considered by the WAPC and the Minister for Planning in late 2026.

Once finalised, the Code is intended to be incorporated into local planning schemes, providing consistent standards and requirements for assessing renewable energy infrastructure proposals across the state.

Streamlining pathways to support net zero

The Department continues to support renewable energy development through Western Australia's planning system by promoting flexible land use provisions in local planning strategies and schemes and assisting with planning scheme amendments for renewable energy projects.

Renewable energy projects progressed through several planning pathways during 2025–26, reflecting the planning system's role in supporting Western Australia's transition to a clean energy future.

DAPs determined eligible green energy applications within their statutory remit, while State-significant renewable energy proposals were assessed separately through the Part 11B Significant Development Pathway. Together, these pathways supported coordinated assessment of clean energy infrastructure while maintaining appropriate decision-making responsibilities.

Solar Project

The Jinbi Solar Project is a large-scale, Indigenous-led renewable energy development on Yindjibarndi Country in the Pilbara, supported through Crown land tenure.

The project occupies a 716-hectare Crown land site and will deliver an initial 75 megawatt solar photovoltaic facility, with capacity to expand to 150 megawatts, including battery storage. Electricity generated by the project will supply nearby Rio Tinto mining operations under long-term offtake agreements.

The project represents a significant opportunity for Aboriginal economic participation, with tenure held by Traditional Owners to support long-term ownership and benefits from renewable energy infrastructure.

It also supports the State Government's Pilbara Energy Transition Plan by contributing to the expansion of renewable energy generation in the region and aligns with the Aboriginal Empowerment Strategy 2021-2029 through increased Traditional Owner participation in land and economic development.



Green energy projects determined by Development Assessment Panels

During 2025–26, DAPs determined 12 applications for green energy projects representing a combined estimated development cost of $9.258 billion.

The applications related to battery energy storage systems, wind farms, solar farms and other renewable energy infrastructure proposals across Western Australia.

These determinations supported investment in clean energy infrastructure and contributed to the State's transition to a more sustainable energy future.

Enabling land tenure for renewable energy projects

The Department continued to support Western Australia's transition to a low-carbon economy by working with the Department of Energy and Economic Diversification to establish clear Crown land tenure pathways for large-scale renewable energy projects and common-user transmission corridors under the *Land Administration Act 1997*.

During 2025–26, tenure negotiations progressed with multiple proponents across the Mid West, Pilbara and Goldfields-Esperance regions, supporting land access for emerging clean energy industries and regional investment.

Planning for climate change

Protecting our Coast

CoastWA is the State Government's strategic framework for responding to the growing impacts of coastal erosion and inundation, supporting sustainable land use and development along Western Australia's coastline.

The Department administers CoastWA on behalf of the WAPC in partnership with the Department of Transport and Major Infrastructure. The program supports local governments and communities through grant funding, technical advice, data and planning tools to help plan for and respond to coastal hazards.

The Department manages the Coastal Management Plan Assistance Program and Coastwest grants while the Department of Transport and Major Infrastructure manages the Coastal Adaptation and Protection grants and the Coastal Adaptation and Protection Major Project Fund.

During 2025–26, more than $3 million was awarded to 27 coastal projects to support sustainable planning and management of Western Australia's coastline.

Planning for climate resilience

The UNHaRMED support tool is a 2.5-year project that commenced in March 2025. Through a series of scenario-based workshops, the project will enable data-informed decision-making in two case study areas experiencing significant urban expansion: South Metropolitan and Peel and Bunbury-Geographe.

State Government officers are being trained to develop and use the web-based tool to support multi-hazard risk assessment and analysis.

The project aims to reduce and manage current and future exposure to climate change and natural hazards risks within a land use planning context.

WA UNHaRMED is being developed in partnership with local government and is supported by the Department of Fire and Emergency Services, Department of Water and Environmental Regulation and Department of Transport and Major Infrastructure.

First Pass Climate Risk Assessment

In 2025, the Department completed its First Pass Climate Risk Assessment, informed by the Department of Water and Environmental Regulation's Climate Risk Management Guide (Interim).

The qualitative assessment examined climate-related risks across the Department's people, physical assets and strategic objectives. It identified key physical risks associated with sea level rise and coastal flooding, extreme heat, bushfire, extreme rainfall and flooding, severe storms and drought.

The assessment provides an evidence base for integrating climate considerations into corporate risk management, strategic planning and asset management, while complementing broader corporate initiatives, including development of the Department's emissions profile.

During the reporting period, the Department commenced work to refine priority risks and strengthen governance arrangements to support a more coordinated approach to managing climate-related risks across its operations.

Climate change initiatives and projects

As part of the State Government's commitment to climate action, the Department continues to support the WAPC in reviewing the State Planning Framework to ensure it remains responsive to the impacts of climate change.

The Department established a Climate Policy team and progressed updates to the State Planning Framework and associated policies through the Climate Action Fund.

Let’s Grow Program

Urban greening is vital to creating communities that are leafy, cool, resilient, healthy and more liveable.

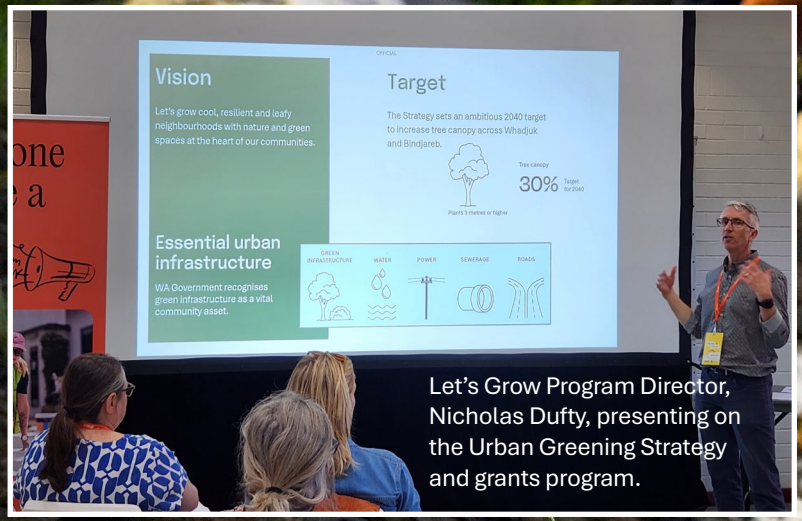
The Department supported the WAPC to deliver the State Government’s Urban Greening Strategy for Perth and Peel, released in January 2026. The Strategy establishes a whole-of-government approach to achieving a 30 per cent urban tree canopy target and ensuring trees, plants and green spaces are integrated into our urban neighbourhoods.

Delivery of the Strategy is supported by the Let’s Grow – Leafy & Liveable Communities program and its Action Plan 2026 – 2029, released in February 2026.

The WAPC is responsible for coordinating State-led greening initiatives, supported by the Department. Round One of the $10 million Let’s Grow Grants was open from 12 February to 30 June 2026, for applications from schools and community groups. The program attracted strong interest across Perth and Peel.

The Department also promoted the program at the Town Team Movement Festival of Doing in May 2026.

The three-day event attracted more than 360 delegates from community organisations, State and local governments.



Let’s Grow Program Director, Nicholas Dufty, presenting on the Urban Greening Strategy and grants program.

Historic heritage conservation

Historic heritage includes places that represent Western Australia's history and development, including buildings, structures, gardens, cemeteries, memorials, cultural landscapes and archaeological sites.

The Department manages historic heritage conservation on behalf of the Minister for Heritage and the Heritage Council of Western Australia (HCWA). This includes assessing and registering heritage places, providing advice on planning and development referrals, managing heritage agreements, administering conservation and protection orders, and delivering 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 works with local governments to support the identification, protection and management of local heritage places and heritage areas.



Fishing Boat Harbour added to the State Register

As part of the assessment process for inclusion of Fishing Boat Harbour, Fremantle on the State Register of Heritage Places, the Department undertook stakeholder consultation on behalf of the HCWA. In addition to the usual advertisement on the Department's website and the 'Have Your Say, WA!' page for public and stakeholder comments, two drop-in sessions were held at Fishing Boat Harbour to encourage members of the community to come and share their views and stories. This gave the team the opportunity to speak to direct descendants of some of the fishermen – the essence of the harbour's strong connection to post-war migration – and the families from southern Europe which shaped Fremantle's fishing industry and wider community.

Department staff also met with the Department of Transport and Major Infrastructure, the Fishing Boat Harbour Traders Group and key leaseholders. As both a working harbour and popular visitor destination, these groups are all part of the harbour's vibrant community today. Officially established as a working harbour in 1924, the place has remained central to Fremantle's identity and continues to support commercial fishing, hospitality, tourism and community life. The restaurants and bars, alongside the iconic blue fishing vessels, waterfront views, boardwalks and memorials all contribute to its distinctive character. Fishing Boat Harbour was added to the State Register in March 2026.

Supporting the Heritage Council

The Department has delegated responsibility for delivering the day-to-day operations of HCWA.

Under the guidance of, and on behalf of, HCWA, the Department:

- undertakes stakeholder engagement, education and promotion activities including the annual Heritage Awards program and State and regional conferences, and administers the Heritage Grants Program
- administers nominations, assessments and registrations for the State Register of Heritage Places
- provides statutory and non-statutory advice on heritage-related planning and development matters, and administers protection orders, repairs orders and heritage agreements under the *Heritage Act 2018*.

Sharing stories through protection and activation of heritage places

The Department supports HCWA by providing advice to decision-makers on development proposals and other activities that may affect places included in the State Register of Heritage Places.

Where a proposal involves changes to a registered place, the responsible decision-maker refers the development proposal to HCWA for advice. On behalf of HCWA, the Department manages heritage development referrals within strategic, legislative and policy frameworks to ensure decisions appropriately consider and respect the cultural heritage significance of each place.

Heritage Awards share the stories of heritage places

The 2025 Heritage Awards celebrated the passion, innovation and dedication of Western Australia's heritage champions, who work to protect, conserve and share the state's rich history.

Seven award winners and three commendations were presented at a ceremony in the Government House Ballroom.



Kim Fitzpatrick received the Professional Contribution Award, pictured here with the Heritage Chairman Darren Foster and Hon Simone McGurk Minister for Heritage.

Delivery of small-scale election commitments

The Railway Museum in Bassendean received $20,000 in 2025 to upgrade its museum entry building. The completed works have improved facilities for volunteers and visitors, including an accessible counter and upgraded kitchen facilities.

The funding supports broader efforts to preserve and promote rail heritage in Western Australia, with the museum operated by Rail Heritage WA.

The Mount Lawley Society received $15,000 to purchase office equipment and develop a new online service documenting local history. The Society has since launched an interactive digital historical map, providing the community with greater access to local archive records and opportunities to explore the heritage of Mt Lawley.



Fremantle Prison

Fremantle Prison is a significant State and World Heritage asset, delivering public value through tourism, events and commercial activity while conserving one of Western Australia's most important heritage places.

Operations during 2025–26 focused on sustainable activation of the site, balancing heritage conservation outcomes with a high-quality visitor experience.

Visitors

In 2025–26, Fremantle Prison welcomed approximately 232,000 visitors through tours, events and exhibitions.

The Prison maintained its position as one of Western Australia's most visited heritage attractions, supported by a diverse range of visitor experiences and ongoing activation of the World Heritage listed site.



Tourism Awards

In March 2026, Fremantle Prison hosted the National Tourism Awards event, providing an opportunity to showcase one of Western Australia's most significant heritage places to a national audience.

The event reinforced the Prison's reputation as a world-class visitor destination and distinctive events venue.

Catalpa 150th anniversary

During 2025–26, Fremantle Prison commenced delivery of a major interpretive program commemorating the 150th anniversary of the Catalpa Escape, one of the most significant prison escape events in Australian history.

The anniversary program included a dedicated exhibition and associated tour, strengthening interpretation of the event and its international heritage significance.

The exhibition received strong public interest, with its digital content requested for display in the Irish Parliament.

Master planning

The Fremantle Prison Master Plan 2019-2029 identifies conservation of the heritage building fabric as a priority.

Conservation projects not only protect the site's heritage values but also support local economic activity through opportunities for specialist consultants, trades and craftspeople.

These projects also enabled continued delivery of high-quality tourism and event experiences, while supporting new and engaging visitor experiences through the museum and exhibitions.

Capital works

During 2025–26, Fremantle Prison continued delivery of significant conservation, compliance and infrastructure improvements through the Master Plan capital works program.

Two major projects reached practical completion during the year, improving safety, accessibility and operational resilience while supporting the ongoing management of Western Australia's only built UNESCO World Heritage site.

Stage 1 of the Fire and Life Safety Upgrades was completed in November 2025, delivering new fire detection, occupant warning, sprinkler and emergency lighting systems within the Main Cell Block and East Workshops, along with associated electrical upgrades.

The Emergency Generator project was also completed in November 2025, providing reliable backup power for critical systems and strengthening emergency preparedness and business continuity.

Together, these projects represent a significant investment in conserving and protecting Fremantle Prison's heritage values and ensuring the site remains accessible for future generations.



In January 2026, Hon Simone McGurk MLA, Minister for Heritage visited Fremantle Prison to view conservation, activation and future development projects being delivered under the Fremantle Prison Master Plan.

Investing in Fremantle Prison's future

Investment in conservation, visitor experiences and future development at Fremantle Prison was showcased during a visit by the Minister for Heritage in January 2026.

The visit highlighted projects being delivered under the Fremantle Prison Master Plan, supporting the conservation of Western Australia's only built UNESCO World Heritage site while enhancing its role as a major cultural and tourism destination.

Key projects include the refurbishment of the former Guards Room as a new gift shop, improving visitor services while retaining the building's historic character, and plans to expand opportunities to share the Prison's stories.

Ongoing conservation, safety and visitor experience improvements across the Basement, Special Handling Unit and Main Cell Block are also helping protect the Prison's heritage significance and ensure it can be enjoyed by future generations.

Market-led Proposals

Market-led Proposals (MLPs) provide a structured pathway for the private sector to partner with the State Government to deliver innovative infrastructure, services and land development outcomes aligned with the Government's priorities.

The Department administers the MLP process, supporting proponents through early engagement, assessment and, where appropriate, formal evaluation and commercial negotiation.

As at 30 June 2026, the MLP Secretariat was managing 13 active proposals, with a further pipeline of pre-submissions across infrastructure, housing, health and environmental projects. The broader interest register included 44 enquiries and prospective proposals, reflecting continued private sector interest in partnering with government to deliver strategic outcomes.

The Department continues to prioritise early engagement to guide proponents towards appropriate pathways and ensure proposals align with Government priorities, deliver value for money and demonstrate clear public benefit.

For further information, proponents can contact the MLP Secretariat via the Department's website

Perth Film Studios – delivered through the State Government's Market-led Proposals process and opened in 2025–26, providing Western Australia with a major screen production facility.

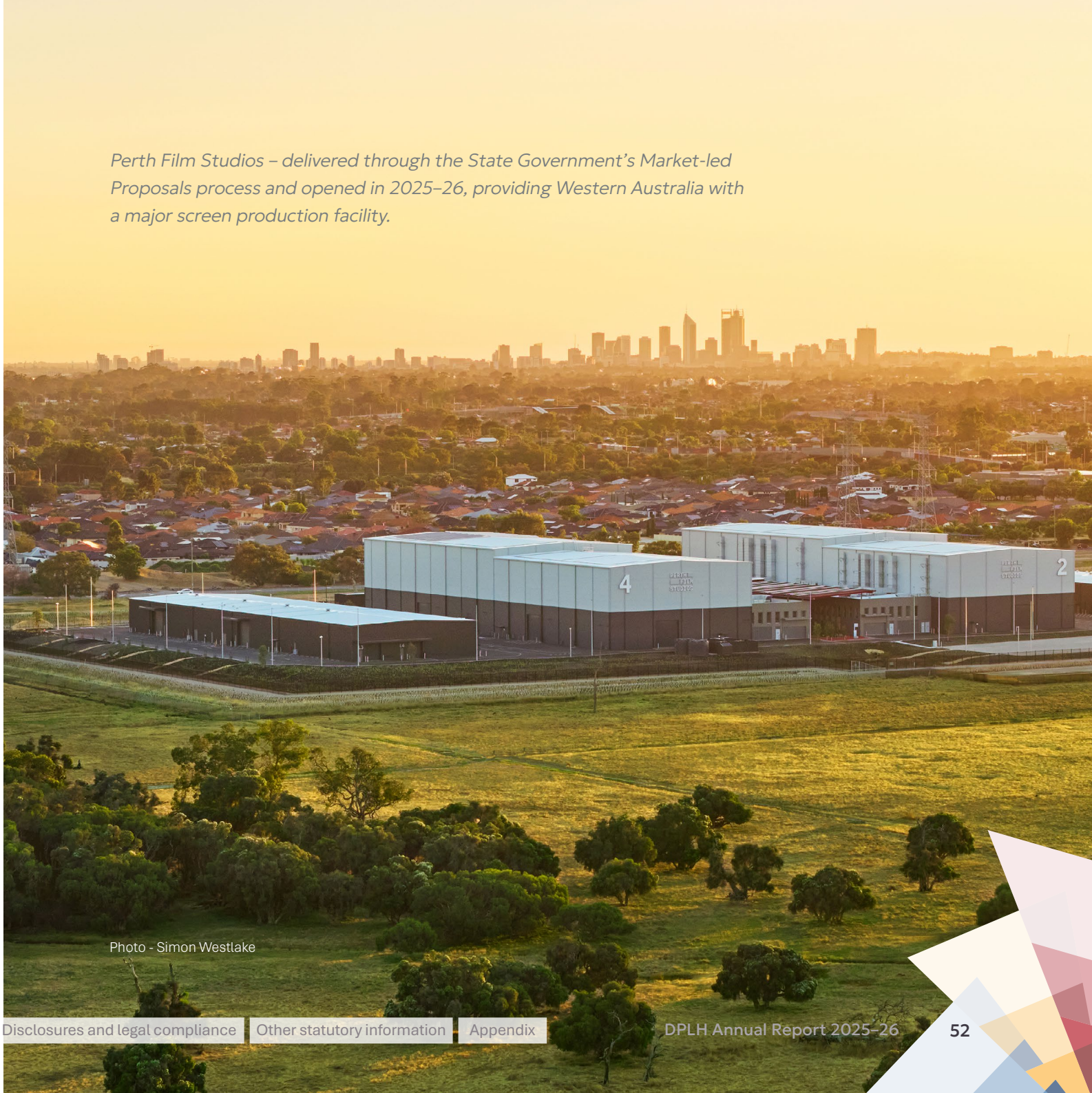
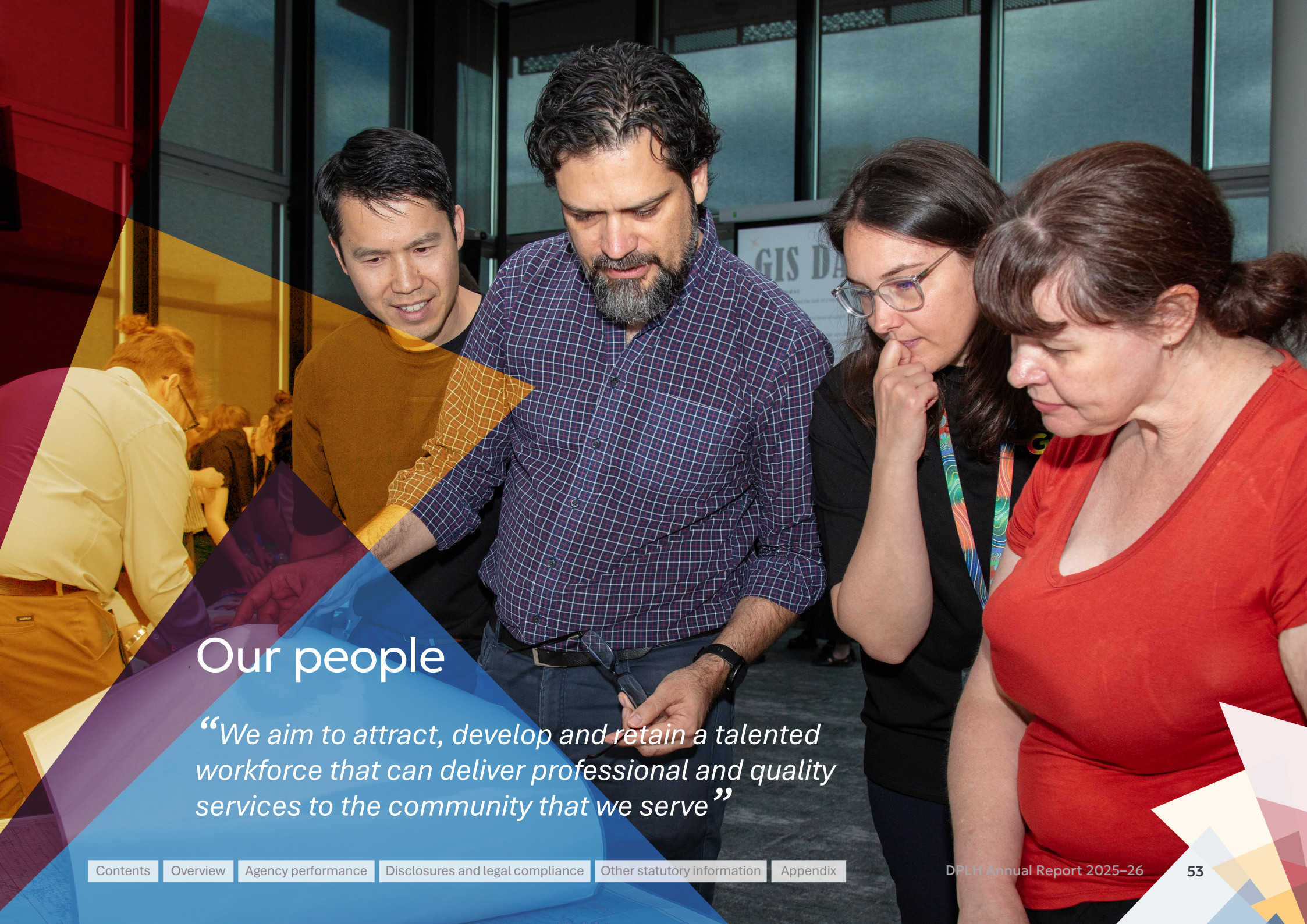


Photo - Simon Westlake



Our people

"We aim to attract, develop and retain a talented workforce that can deliver professional and quality services to the community that we serve"

Employment capability, development, culture and strategy

Building the Department's future workforce

In 2026, the Department welcomed five graduates into its Graduate Development Program, commencing a year of learning, collaboration and professional growth. Selected from almost 250 applicants, the graduates bring diverse academic backgrounds and perspectives that support the Department's capability.

The program commenced with an onboarding experience that included interactive activities introducing graduates to the Department's work across planning, lands and heritage, while building connections across the organisation. Graduates have since undertaken structured rotations, contributed to multidisciplinary and State-significant projects, participated in mentoring and professional development activities and engaged with senior leaders and subject matter experts.

The Department also hosted 19 interns through Work Integrated Learning partnerships with the McCusker Centre for Citizenship, Curtin University Placement Program (Urban and Regional Planning) and the UWA Industry Placement Program (Urban Design). These placements provided students with practical experience while strengthening pathways into the planning and public sector workforce.

Early career pathways were further supported through Public Sector Commission traineeship programs. During 2025–26, five school-based trainees completed an 18-month Certificate II in Government while undertaking Years 11 and 12, gaining valuable experience and skills.



Five graduates joined the Department as part of our 2026 Graduate Development Program.
John Arakkal, Molly Dawkins, Kalina Rivadenera, Shianne Wilbraham and Leon Arndt

Building capacity through learning and development

The Department continued to support staff capability through targeted learning and development activities.

The monthly Learn and Grow sessions provided opportunities for staff to share knowledge, build connections and learn from colleagues across the organisation, with sessions delivered both in person and online to support participation across locations.

The Planning for Non-Planners course continued to support employees working in planning-related roles by providing practical knowledge and skills to strengthen their understanding of planning processes.

The Management Foundations program also continued in 2025–26, supporting managers to build confidence in people management, corporate responsibilities and leadership practices. During the year, 159 managers enrolled in the program, with 83 per cent completing the first session.

The Department also refreshed MyPlan, its performance and development tool, to support more meaningful conversations between employees and managers. The updated approach contributed to improved completion rates and encouraged clearer development goals, timely feedback and better access to learning opportunities.

Together, these initiatives strengthened workforce capability, supported career development and ensured staff were equipped with the knowledge and skills required to deliver the Department's priorities.

Building a future-ready workforce

Following the introduction of a new workforce planning model aligned with the Department's strategic corporate planning process, a 12-month workforce planning pilot was completed in June 2026.

The pilot provided valuable insights into current and future workforce needs through targeted consultation across divisions and the use of workforce data and dashboards to identify trends, priorities and capability gaps. These insights are helping business areas better understand their short, medium and long-term workforce requirements.

The Department has also progressed the rollout of succession planning resources to support a more proactive approach to talent management. Succession planning principles and tools are now embedded in the Management Foundations program, supporting managers to identify, develop and retain talent in their teams.

Building on the outcomes of the pilot, the Department will continue to embed workforce planning as a core business practice, strengthening its ability to attract, develop and retain talent, while supporting a sustainable, future-ready workforce.

Building capability through the Skills Academy

During 2025–26, the Department embedded use of the WA Public Sector Skills Academy, supporting a more coordinated approach to workforce capability development across the organisation.

Following the formal launch of the initiative on 30 March 2026, the Department implemented the first tranche of Skills Academy courses and established supporting processes to encourage participation.

This included internal planning, communications and guidance for staff and managers, while aligning learning approaches with the Academy's focus on foundational and core public sector capabilities.

As an early demonstration of leadership commitment, senior leaders will participate in the first blended courses procured by the Department, including Proactive Budget Management and Psychosocial Risk Management.

The Department also completed its first Training Needs Analysis, establishing a structured approach to identifying workforce capability priorities. The analysis provides an evidence base to inform future learning investment and will guide the Department's 2026–27 central training calendar, ensuring development opportunities align with organisational priorities and emerging workforce needs.

Recognising our people and values

During 2025–26, the Department strengthened its Employee Recognition Awards Program to better reflect the behaviours and culture it seeks to encourage.

Following feedback from the 2025 Evolve staff survey and Culture Strategy workshops, the previous achievement awards were replaced with Values Awards recognising employees who demonstrate the Department's values and make a positive contribution beyond the expectations of their role.

Recognition of Service Awards continued to acknowledge long-serving employees, with both awards programs brought together as part of a single United Nations Public Service Day celebration.



Emerging planners behind-the-scenes visit

In May 2026, the Department hosted participants from the Planning Institute of Australia's Emerging Planners Mentoring Program for a behind-the-scenes experience showcasing the breadth of planning within the public sector.

Staff highlighted the Department's diverse planning functions and specialist disciplines, providing mentees with valuable insight into the range of career pathways available and the role planning plays in shaping Western Australia's communities.

The visit reinforced the Department's commitment to supporting the next generation of planning professionals and strengthening future workforce capability.





Celebrating the spirit of volunteering

In November 2025, the Department was recognised at the Department of Fire and Emergency Services Volunteer Employer Recognition Awards for its ongoing support of emergency services volunteers.

Employers play an important role in enabling volunteers to contribute to their communities, particularly during times of emergency. The Department supports this through flexible workplace arrangements and a culture that recognises the value of community service.

The awards celebrate the commitment and contribution of volunteers who dedicate their time and skills to protecting Western Australians. The Department acknowledges all employees who volunteer and the support networks that enable them to make a difference.

Fostering Aboriginal workforce development

The Department supports implementation of the **National Agreement on Closing the Gap**, particularly Priority Reform Three, through initiatives that strengthen culturally responsive employment practices and workforce capability.

During 2025–26, the agency continued to improve Aboriginal employment, retention and career development outcomes through targeted recruitment and workforce initiatives. These activities contribute to Closing the Gap targets 7 and 8 by increasing employment opportunities and supporting Aboriginal workforce participation.

The Workforce and Diversity Plan 2024–27 outlines targeted initiatives to attract, develop and retain Aboriginal and Torres Strait Islander employees, including culturally responsive recruitment practices and partnerships that strengthen pathways into employment.

Key initiatives included engagement with Aboriginal stakeholders and communities, support for Aboriginal employees and graduates, advice to business areas on culturally responsive employment practices and progression of employment and engagement commitments under the Department's Reconciliation Action Plan.

In addition, the Department supported the Aboriginal Cadetship Program, which provides paid placements and employment pathways for university students. Three cadets commenced roles across the Department.



Jakob Louthean Aboriginal Employment and Engagement Manager.

Aboriginal Employment Register

The Department continued to use its Aboriginal Employment Register to connect business areas with job-ready Aboriginal candidates across a broad range of roles.

In response to increasing demand, the Register was refreshed to improve usability and provide hiring managers with timely access to candidate information. Key details, including competencies, indicative classification level, qualifications, areas of interest and current employment status within the Western Australian public sector, have been systematically captured to support more targeted candidate matching.

The enhanced approach enables the team to quickly identify suitable candidates aligned with role requirements, reducing the time and effort required by hiring managers. The Register currently includes more than 200 candidates, ranging from entry-level through to senior executive experience. Early feedback from business areas has highlighted improved candidate referrals and responsiveness.

Solid Futures Aboriginal traineeship program

The Department supports the Solid Futures traineeship program, delivered in partnership with the Public Sector Commission. The program provides structured, entry-level pathways into government through formal training and on-the-job experience, with trainees completing a Certificate III in Government. Participants have successfully completed the program and continued employment with the Department including a 2025 trainee now employed with the Aboriginal Heritage Conservation team.

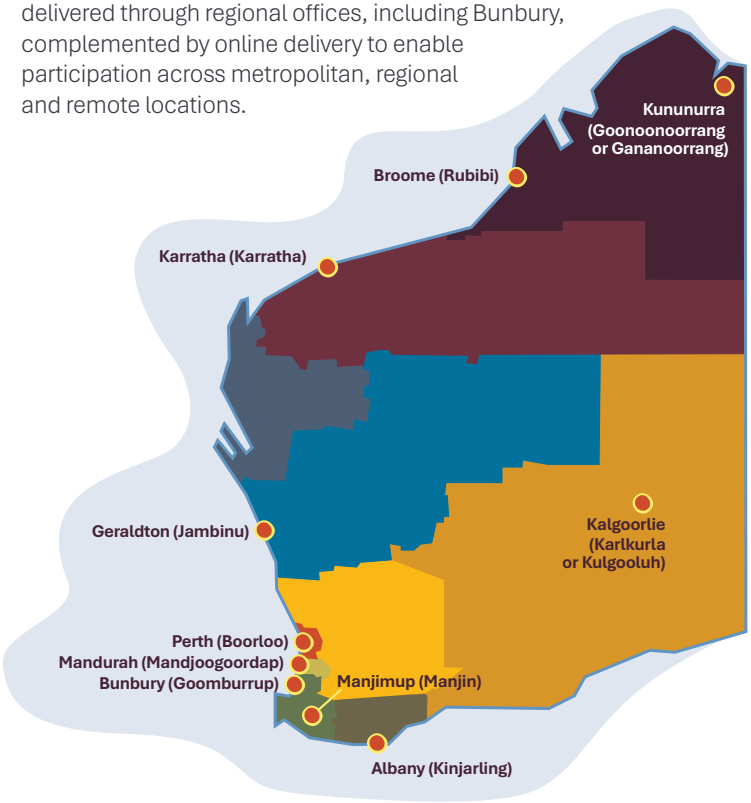
Recruitment is now underway for a second intake of trainees.

Regional representation

The Department employs 73 staff across nine regional locations, from Albany in the south to Kununurra in the north. These teams deliver planning, land use and heritage services tailored to regional communities while building strong relationships with local governments, Traditional Owners, industry and other stakeholders.

Aboriginal Cultural Awareness Training remained a key priority during 2025–26, supporting the Department's commitment to reconciliation and culturally informed practice. Nearly 89 per cent of employees completed the training during the year.

To improve accessibility, face-to-face training was delivered through regional offices, including Bunbury, complemented by online delivery to enable participation across metropolitan, regional and remote locations.



2026 Geraldton Regional Careers Expo

The Department participated in the 2026 Geraldton Regional Careers Expo, promoting employment opportunities and career pathways to students, job seekers and the broader Mid West community.

Representatives from the Mid West regional office, together with recruitment and establishment staff from Perth, showcased the Department's diverse career opportunities, with a particular focus on regional employment and pathways for Aboriginal people.

The event generated strong interest from students, teachers and community members, providing an opportunity to promote the Department as an employer of choice.





Disability Access and Inclusion Plan

The Department and the WAPC continued to implement their joint Disability Access and Inclusion Plan 2023–28, supporting equitable access to facilities, services, information, employment and consultation opportunities for people with disability.

Key achievements during 2025–26 included:

- installation of four dedicated ACROD parking bays at Fremantle Prison
- launch of the Hidden Disabilities Sunflower Program
- publication of an Accessible and Inclusive Internal Events Checklist
- introduction of a 'Planning Your Trip' accessibility guide on the Fremantle Prison website
- construction of an accessible footpath at Whiteman Park linking Horse Swamp and the Dog Park
- commencement of accessibility upgrades to the Fremantle Prison Gift Shop
- delivery of four Inclusive Customer Service in-person and online training sessions across metropolitan and regional locations
- delivery of Neurodiversity in the Workplace training for managers
- establishment of four employee-led inclusion networks: Elevate (Women in Leadership), CIRCLE (culturally and linguistically diverse employees), the Rainbow Collaborative, and the People with Disability and Neurodivergence network.



Hidden Disabilities Sunflower Program

During 2025–26, the Department joined the Hidden Disabilities Sunflower Program, a global initiative that enables people with non-visible disabilities to discreetly indicate they may require additional assistance, time or understanding.

The program was launched in December 2025 as part of the Department's International Day of People with Disability activities and supports a more inclusive environment for employees, visitors and customers by increasing awareness of hidden disabilities and encouraging respectful, supportive interactions.

Meaningful opportunities through Customised and Accessible Employment

Scott was an environmental planner in his twenties when he was advised he would eventually become profoundly deaf. Despite this, he built an impressive career across the public and private sectors, progressing into leadership and executive roles.

As his hearing loss increased, Scott faced challenges continuing key aspects of his role, including high-level stakeholder and media engagement. Despite his qualifications, experience and capability, he was unable to secure ongoing employment without appropriate workplace supports.

Through the Department's Customised and Accessible Employment initiative, Scott connected with the Department through MatchWorks, and an Inclusive Employment Australia provider. The initiative partners with employment service providers to identify meaningful career opportunities for people with disability and support inclusive recruitment.

Scott's experience was recognised immediately, and with minor workplace adjustments, including access to live captioning technology, he has been able to fully participate and contribute to the workplace.

Now a Principal Project Officer in the Strategy and Engagement team, Scott continues to be a valued member of the Department.



"At the Department, I have discovered a generosity of spirit. While my accommodations are minimal due to advances in live captioning technology, every effort has been made to ensure that I am comfortable and welcome. I look forward to coming to work every day. I am overjoyed to be surrounded by professionals."

Multicultural Action Plan

In October 2025, the Department launched its new Multicultural Action Plan (MAP) 2025–28, providing a framework to support inclusive and equitable planning, land use, heritage protection and community engagement practices that respond to the needs of Western Australia's culturally and linguistically diverse (CaLD) communities.

Key achievements during 2025–26 included:

- recognising the International Day for the Elimination of Racial Discrimination, reinforcing the Department's commitment to a safe and inclusive workplace where discrimination is not tolerated
- celebrating Harmony Week and International Mother Language Day
- launching guidance to support inclusion of pronunciation information in email signatures, recognising the importance of people's names and identities
- establishing a multipurpose room at 140 William Street, including use as a prayer space
- updating procurement guidance to highlight opportunities to support CaLD-owned businesses
- launching the CIRCLE Network for CaLD employees.

Harmony Week

In March 2026, the Department marked Harmony Week and the International Day for the Elimination of Racial Discrimination with a keynote address from Maisara Muzaffar.

Maisara shared her experience migrating from Bangladesh to Australia as a child and reflected on how experiences of discrimination shaped her passion for community leadership and advocacy. Her presentation highlighted the importance of inclusive workplaces, intercultural understanding and the contribution of multicultural voices in government.

Chief Planning Advisor, Kathy Bonus closed the event by encouraging staff to reflect on the discussion and consider how these learnings can be applied in their work.

The event concluded with a morning tea where staff shared food and cultural traditions from around the world. With 158 employees attending, the event demonstrated the Department's strong commitment to inclusion, respect and belonging.





Substantive equality

The Department is committed to fostering an inclusive workplace where all employees are valued, respected and supported to reach their full potential.

The Department recognises the diverse skills, knowledge and lived experiences employees bring across gender, race, ethnicity, disability, age, sexual orientation and gender identity. This commitment is reflected through the Department's values, diversity and inclusion strategies, and workplace initiatives.

The Department supports substantive equality by attracting and retaining a diverse workforce and applying provisions of the *Equal Opportunity Act 1984* during recruitment to provide employment opportunities for Aboriginal and Torres Strait Islander peoples, young people and people with disability who meet the requirements of the position.

During 2025–26, the Department:

- supported employee networks to foster inclusion and strengthen employees' sense of belonging
- delivered recruitment panel training covering diversity, unconscious bias and inclusive recruitment practices
- undertook workforce data analysis to support monitoring and reporting
- encouraged employees to voluntarily identify with diversity groups to improve workforce data and support targeted initiatives
- continued inclusive recruitment initiatives, including the Aboriginal Employment Register and the Customised and Accessible Employment program.



Employee networks

During 2025–26, four employee-led networks were established:

Elevate Network for Women in Leadership and Aspiring to Leadership; Cultural Inclusion, Respect, Connection, Language and Equity (CIRCLE) Network; People with Disability and Neurodivergence Network; and Rainbow Collaborative LGBTQIA+ Network.

The networks provide opportunities for connection, peer support and professional development while giving employees a formal channel to contribute to departmental policies, procedures and workplace initiatives.

During their first year, the networks contributed to a range of initiatives, including Days of Observance activities and reviews of key policies such as the Flexible Working Arrangements Policy and Procedure and the Workplace Adjustments for People with Disability Procedure.

The Department's diversity employment statistics

Diversity group	June 2026 performance	June 2025 performance	June 2024 performance
Aboriginal and Torres Strait Islander peoples	3.5%	4%	3.5%
People with disability	6.1%	5.1%	4%
Culturally and linguistically diverse	18.5%	18.1%	16.2%
Youth	4.1%	4.8%	4.7%
Women in Senior Leadership	53.8%	45.5%	38.5%

Agency performance



Outcome-based management framework

The Department is responsible for planning and managing land and heritage for all Western Australians, now and into the future.

Through the outcomes and services listed below, the Department contributes to the Government's goal of 'Investing in Western Australia's future: Tackling climate action and supporting the arts, culture and sporting sectors to promote vibrant communities'.

The key effectiveness indicators that follow demonstrate how well the Department's services contribute to achieving the intended outcomes. Results are compared with performance in previous years (where available) and the targets published in the Budget Papers. Key efficiency indicators measure the relationship between the services delivered and the resources used to deliver them. Explanations are provided for any variance of more than five per cent from either the target or the previous year's result. Variances of five per cent or less are considered statistically immaterial.

Government Goal	Outcomes	Services
Investing in Western Australia'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

Changes to outcome-based management framework

Following a comprehensive review of the Department's outcome-based management framework, a revised suite of key performance indicators (KPIs) is being reported from 1 July 2025. The outcome structure and services did not change. The table below outlines the KPIs that were changed. For further details, refer to the outcome and key performance indicators section of this report at pages 94–100.

Area	What changed in 2025–26	Current KPIs
Key effectiveness indicator	Two previous indicators were modified: • Percentage of DAP applications determined within the statutory timeframe • Percentage of statutory approvals delivered to the Minister within statutory timeframes Six previous indicators were discontinued: • Percentage of applications determined within statutory timeframes • Percentage of finalised appeals (excluding Development Assessment Panels) that are not upheld on review by the State Administrative Tribunal • 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) • Number of leases or divestments of Aboriginal Lands Trust estate land to direct Aboriginal control • Percentage of development/planning referrals processed within set timeframes • Percentage of nominations progressed to preliminary review within set timeframes	• Percentage of Development Assessment Panel determinations issued within 22 days of Responsible Authority Report being submitted by responsible authority • Percentage of land tenure change and interest documents validly lodged with the Western Australian Land Information Authority (Landgate) • Percentage of visitors to Fremantle Prison satisfied with services provided by the Department • Percentage of *Aboriginal Heritage Act 1972* section 18 notices submitted to the Minister for Aboriginal Affairs within the statutory timeframe
Key efficiency indicator	Two previous indicators were modified: • Average cost of planning services • Average cost per square kilometre to administer Crown land and the Aboriginal Lands Trust estate	• Average cost of managing Development Assessment Panel applications • Average cost per hectare to administer Crown land and the Aboriginal Lands Trust estate • Average cost of historical heritage services • Average cost per visitor to Fremantle Prison • Average cost of Aboriginal heritage management services

Shared responsibilities with other agencies

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

Report on operations

Summary of actual results compared to budget targets

Financial targets	2025–26 Target [(a)] $'000	2025–26 Actual $'000	Variation * $'000
Total cost of services (expense limit)	374,358	331,921	(42,437)
Net cost of services	342,327	292,514	(49,813)
Total equity	404,912	492,464	87,552
Net increase/(decrease) in cash held	(12,572)	1,653	14,225
Approved salary expense level	119,564	141,798	22,234
Agreed borrowing limit	NIL	NIL	-

Financial targets	2025–26 Agreed limit $'000	2025–26 Target/Actual $'000	Variation $'000
Working cash limit (at budget)	17,572	17,062	(510)
Working cash limit (at actuals)	17,062	16,226	(835)

[(a)] The target specified above are as per the 2025–26 Budget Statements.

* Further explanations are contained in Note 9.1 to the Financial Statements.

Summary of key performance indicators

Key effectiveness indicators [a]	2025–26 Target [b]	2025–26 Actual	Variation [c]
Outcome: An effective planning system that supports the development of communities in Western Australia			
Percentage of Development Assessment Panel determinations issued within 22 days of Responsible Authority Report being submitted by responsible authority	80%	86.1%	6.1%
Outcome: An effective system for the administration of Crown land and the Aboriginal Lands Trust estate			
Percentage of land tenure change and interest documents validly lodged with the Western Australian Land Information Authority (Landgate)	99%	98.1%	(0.9%)
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	94%	96.8%	2.8%
Percentage of *Aboriginal Heritage Act 1972* section 18 notices submitted to the Minister for Aboriginal Affairs within the statutory timeframe	98%	100%	2%

Key efficiency indicators [a]	2025–26 Target [b]	2025–26 Actual	Variation [c]
Service 1: Planning services			
Average cost of managing Development Assessment Panel applications	$14,805	$14,746	($58)
Service 2: Land administration services			
Average cost per hectare to administer Crown land and Aboriginal Lands Trust estate	$0.33	$0.25	($0.08)
Service 3: Historical heritage services			
Average cost of historical heritage services	$4,788	$4,476	($312)
Average cost per visitor to Fremantle Prison	$66.33	$62.75	($3.58)
Service 4: Aboriginal heritage management			
Average cost of Aboriginal heritage management services	$6,531	$3,130	($3,401)

Notes

(a) This table provides a summary of the Department's KPIs for 2025–26. For more detailed information, including explanations for significant variances, refer to the outcome and key performance indicators section of this report at pages 94–100.

(b) The targets specified are as per the 2025–26 Budget Statements.

(c) Variations shown in brackets represent a decrease in the actual result compared to the target.

Disclosures and legal compliance



Independent Auditor's Report

Auditor General

INDEPENDENT AUDITOR'S REPORT

2026

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 2026, 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 2026 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 2026 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

- such internal control as it determines 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 2026, and the controls were implemented as designed as at 30 June 2026.

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 2026 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 2026 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 2026.

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 Department'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 - 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 2026, 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 for the year ended 30 June 2026 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 Department to confirm the information contained in the website version.



Grant Robinson
Assistant Auditor General Financial Audit
Delegate of the Auditor General for Western Australia
Perth, Western Australia
23 October 2026

Certification of Financial statements

For the financial year ended 30 June 2026

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 financial year ended 30 June 2026 and the financial position as at 30 June 2026.

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

23 October 2026



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

23 October 2026

Statement of comprehensive income

For the year ended 30 June 2026

Cost of services	Notes	2026 $'000	2025 $'000
Expenses			
Employee benefits expenses	2.1.1	159,213	145,208
Supplies and services	2.3	71,118	68,526
Depreciation and amortisation expense	4.1, 4.2, 4.3	6,333	5,774
Finance costs	6.3	95	90
Accommodation expenses	2.3	8,994	9,323
Grants and subsidies	2.2	64,996	37,711
Cost of sales		220	207
Other expenses	2.3	20,952	24,513
Total cost of services		**331,921**	**291,352**
Income			
User charges and fees	3.2	5,654	4,677
Sales of goods and services	3.3	4,964	4,559
Rental revenue	3.4	2,841	2,860
Commonwealth grants and contributions	3.5	23,780	678
Grants and subsidies	3.6	-	5,000
Other income	3.7	2,168	4,173
Total Income		**39,407**	**21,947**
Net cost of services		**292,514**	**269,405**
Income from State Government	3.1		
Service appropriation		226,649	219,549
Income received from other public sector entities		54,358	54,732
Resources received from other public sector entities		9,527	9,569
Royalties for Regions Fund		13,128	6,809
Total income from State Government		**303,662**	**290,659**
Surplus/(deficit) for the period		**11,148**	**21,254**
Other comprehensive income/(loss)			
Items not reclassified subsequently to profit or loss			
Changes in asset revaluation surplus/(deficit)	8.9	51,849	2,122
Total other comprehensive income/(loss)		**51,849**	**2,122**
Total comprehensive income for the period		**62,997**	**23,376**

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

Statement of financial position

As at 30 June 2026

Assets	Notes	2026 $'000	2025 $'000
Current assets			
Cash and cash equivalents	6.1	69,635	73,476
Restricted cash and cash equivalents	6.1	6,660	1,166
Inventories		70	59
Receivables	5.1	10,462	8,609
Other current assets	5.3	7,567	4,217
Total current assets		**94,394**	**87,527**
Non-current assets			
Receivables	5.1	4,731	3,770
Amounts receivable for services	5.2	77,742	66,603
Property, plant and equipment	4.1	348,157	294,495
Intangible assets	4.2	22,600	22,915
Right-of-use assets	4.3	1,218	1,287
Total non-current assets		**454,448**	**389,070**
Total assets		**548,842**	**476,597**
Liabilities			
Current liabilities			
Payables	5.4	10,067	17,153
Lease liabilities	6.2	433	409
Employee related provisions	2.1.2	34,853	31,943
Other current liabilities	5.5	5,261	3,392
Provisions	5.6	401	401
Total current liabilities		**51,015**	**53,298**
Non-current liabilities			
Payables	5.4	-	54
Lease liabilities	6.2	856	937
Employee related provisions	2.1.2	4,507	3,737
Total non-current liabilities		**5,363**	**4,728**
Total liabilities		**56,378**	**58,026**
Net assets		**492,464**	**418,571**
Equity			
Contributed equity	8.9	318,396	307,500
Reserves	8.9	203,433	151,584
Accumulated surplus/(deficit)		(29,365)	(40,513)
Total equity		**492,464**	**418,571**

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

Statement of changes in equity

For the year ended 30 June 2026

	Notes	Contributed equity $'000	Reserves $'000	Accumulated deficit $'000	Total equity $'000
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		**307,500**	**151,584**	**(40,513)**	**418,571**
Balance at 1 July 2025		**307,500**	**151,584**	**(40,513)**	**418,571**
Surplus			-	11,148	11,148
Other comprehensive income		-	51,849	-	51,849
Total comprehensive income for the period		**-**	**51,849**	**11,148**	**62,997**
Transactions with owners in their capacity as owners:					
Capital appropriations		6,494	-	-	6,494
Other contributions by owners		4,402	-	-	4,402
Total		**10,896**	**-**	**-**	**10,896**
Balance at 30 June 2026	8.9	**318,396**	**203,433**	**(29,365)**	**492,464**

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

Statement of cash flows

For the year ended 30 June 2026

	Notes	2026 $'000	2025 $'000
Cash flows from the State Government			
Service appropriation		215,542	210,539
Capital appropriations		6,494	8,344
Other contributions from Treasury Special Purpose Accounts		4,402	10,047
Funds from other public sector entities		54,046	58,101
Royalties for Regions Fund		13,128	6,809
Net cash provided by State Government		**293,612**	**293,840**
Utilised as follows:			
Cash flows from operating activities			
Payments			
Employee benefits expenses		(156,068)	(141,928)
Supplies and services		(68,169)	(50,601)
Finance costs		(95)	(90)
Accommodation		(8,841)	(8,656)
Grants and subsidies		(68,390)	(33,722)
GST payments on purchases		(11,899)	(10,753)
GST payments to taxation authority		(1,484)	-
Other payments		(22,965)	(24,635)
Receipts			
Sales of goods and services		4,965	4,557
User charges and fees		9,849	4,591
Commonwealth grants and contributions		23,780	678
GST receipts on sales		1,552	1,033
GST receipts from taxation authority		11,479	9,720
Other receipts		3,326	3,796
Net cash used in operating activities		**(282,960)**	**(246,010)**
Cash flows from investing activities			
Payments			
Purchase of non-current assets		(7,305)	(14,299)
Net cash used in investing activities		**(7,305)**	**(14,299)**
Cash flows from financing activities			
Payments			
Lease payments		(733)	(783)
Payment to accrued salaries account		(961)	(604)
Net cash used in financing activities		**(1,694)**	**(1,387)**
Net increase in cash and cash equivalents		**1,653**	**32,144**
Cash and cash equivalents at the beginning of the period		74,642	42,498
Cash and cash equivalents at the end of the period	6.1	**76,295**	**74,642**

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

Administered schedules

For the year ended 30 June 2026

Administered income and expenses

	2026 $'000	2025 $'000
Income		
Sale of land [a]	18,084	11,483
Rent revenue	34,237	30,462
Reserve transfers [b]	92,479	263,004
Revaluation increment	-	221,738
Other income	327	1,039
Other revenue	2,440	8,259
Total administered income	**147,567**	**535,985**
Expenses		
Employee expenses	593	344
Impairment expenses	-	98
Depreciation	3,131	3,130
Cost of goods sold [a]	38,381	23,684
Payments to Consolidated Account [c]	49,505	48,419
Reserve transfers [b]	65,758	232,365
Other expenses	22,178	5,172
Total administered expenses	**179,546**	**313,212**

[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	18,084	11,483
Cost of disposal of land (at fair value less cost to sell)	(38,381)	(23,684)
Net loss on disposal	**(20,297)**	**(12,201)**

[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.

Administered assets and liabilities

	2026 $'000	2025 $'000
Current assets		
Cash and cash equivalents	32,204	29,483
Receivables	10,252	10,728
Land and buildings classified as held for sale	950	460
Total administered current assets	**43,406**	**40,671**
Non-current assets		
Land at fair value [a]	3,517,157	2,979,009
Buildings at fair value [a]	8,745	7,713
Infrastructure at cost	99,992	102,349
Easements at cost	18,046	18,215
Total administered non-current assets	**3,643,940**	**3,107,286**
Total administered assets	**3,687,346**	**3,147,957**
Current liabilities		
Payables	3,961	3,863
Contract liabilities	3,524	3,862
Employee provisions	209	137
Other liabilities	874	1,415
Other provisions [b]	30,363	5,556
Total administered current liabilities	**38,931**	**14,833**
Non-current liabilities		
Employee provisions	4	23
Other provisions [b]	39,566	39,708
Total administered non-current liabilities	**39,570**	**39,731**
Total administered liabilities	**78,501**	**54,564**

[a] Land and buildings are 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 2026.

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

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 23 October 2026.

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 (TI). Some of these pronouncements are modified to vary their application and disclosure.

The *Financial Management Act 2006* and TI, 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).

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.

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

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 TI 8 – Requirement 8.1(i) 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 Australian Accounting Standards have 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 provides relief from presenting comparatives for:

- Property, Plant and Equipment reconciliations;
- Intangible Asset reconciliations; and
- Right-of-Use Asset reconciliations.

When the presentation of classification of items in the financial report is amended, 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	2.1.1
Employee related provisions	2.1.2
Grants and subsidies	2.2
Other expenditure	2.3

2.1.1 Employee benefits expenses

	2026 $'000	2025 $'000
Employee benefits	141,798	130,234
Termination benefits	464	281
Superannuation - defined contribution plans	16,951	14,693
Employee benefits expenses	**159,213**	**145,208**
Add: AASB 16 non-monetary benefits (not included in employee benefits expense)	677	688
Less: Employee contributions (per Note 3.7 Other income)	(158)	(139)
Total employee benefits expenses	**159,732**	**145,757**

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 (such as medical care, housing, cars and free or subsidised goods or services) for employees.

2.1.1 Employee benefits expenses (continued)

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 comprising employer contributions paid to the Gold State Super (concurrent contributions), West State Super, GESB Super 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.

2.1.2 Employee related provisions

	2026 $'000	2025 $'000
Current		
Employee benefits provisions		
Annual leave	15,088	12,820
Long service leave	16,713	16,370
Deferred salary scheme	153	154
	31,954	**29,344**
Other provisions		
Employment on-costs	2,899	2,599
Total current employee related provisions	**34,853**	**31,943**
Non-current		
Employee benefits provisions		
Long service leave	4,158	3,452
	4,158	**3,452**
Other provisions		
Employment on-costs	349	285
Total non-current employee related provisions	**4,507**	**3,737**
Total employee related provisions	**39,360**	**35,680**

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.

Employee on-cost includes workers' compensation insurance and other employment on-costs. The on-costs liability associated with the recognition of annual and long service leave liabilities is included at Note 2.1.2 Employee related provisions. Superannuation contributions accrued as part of the provision for leave are employee benefits and are not included in employment on-costs.

	2026 $'000	2025 $'000
Employment on-costs provision		
Carrying amount at start of period	2,884	2,671
Additional provisions recognised	364	213
Carrying amount at end of period	**3,248**	**2,884**

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 reporting period.

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.

2.2 Grants and subsidies

	2026 $'000	2025 $'000
Recurrent		
Community grants	310	241
Government agencies	11,157	12,003
Local government	28,682	6,087
Non-government organisations	13,846	17,875
Public non-financial corporation	10,711	1,241
Other	290	264
Total grants and subsidies	**64,996**	**37,711**

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 'grants and subsidies expenses'. Grants can either be operating or capital in nature.

Grants can be paid as general purpose grants, which refer to grants that are not subject to conditions regarding their use. Alternatively, they may be paid as specific purpose grants, which are paid for a particular purpose and/or have conditions attached regarding their use.

2.2 Grants and subsidies (continued)

Grants and subsidies are measured at fair value at the time of the transaction and are recognised as an expense in the reporting period in which they are paid.

Grants and subsidies include transactions made to public sector agencies, local government, community groups and other eligible recipients under approved grant programs.

2.3 Other expenses

	2026 $'000	2025 $'000
Supplies and services		
Advertising and public relations	532	581
Communications	1,135	1,259
Consultants and contractors	60,487	59,088
Insurance	1,055	917
Leases and hire charges	243	258
Minor equipment purchases	480	187
Travel and passenger transport	900	1,009
Utilities expenses	1,751	1,569
Other	4,535	3,658
Total supplies and services expenses	**71,118**	**68,526**
Accommodation expenses		
Office rental	8,396	8,544
Office cleaning	393	472
Office repairs and maintenance	205	307
Total accommodation expenses	**8,994**	**9,323**
Other expenses		
Compensation payments - Native Title	102	289
Employee related operating expenses	809	1,243
Employee on-costs	294	240
Expected credit losses expense/(reversal)	(220)	221
Remuneration of auditors	750	750
Repairs and maintenance	9,408	10,530
Revaluation decrement	-	2,203
Software licences and support	8,636	7,418
Write-off bad debts	242	2
Write-off other assets	-	13
Other	931	1,604
Total other expenses	**20,952**	**24,513**
Total other expenditure	**101,064**	**102,362**

Supplies and services expenses 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 the Department of Housing and Works 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.

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).

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

Expected credit losses expense/(reversal) is recognised for movement in allowance for impairment of trade receivables. Please refer to Note 5.1 Receivables for more details.

Employee on-cost includes workers' compensation insurance and other employment on-costs. The on-costs liability associated with the recognition of annual and longer service leave liabilities is included at Note 2.1.2 Employment related provisions. Superannuation contributions accrued as part of the provision for leave are employee benefits and are not included in employment on-costs.

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 of goods and services	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

	2026 $'000	2025 $'000
Appropriation received during the period:		
Service appropriation	226,649	219,549
Total service appropriation	**226,649**	**219,549**
Income received from other public sector entities during the period:		
Western Australian Planning Commission (WAPC) [a]	54,162	54,732
Department of Fire and Emergency Services [b]	196	-
Total Income from other public sector entities	**54,358**	**54,732**
Resources received from other public sector entities during the period:		
Landgate - land data and aerial imagery	6,409	6,559
State Solicitor's Office - legal services	2,416	1,820
Department of Education - WA Tomorrow Working Group	-	3
Department of Health - epidemiology directorate data	-	5
Department of Housing and Works - accommodation services	136	587
Department of Primary Industries and Regional Development - spatial data	33	17
Department of Transport - technical reviews	35	46
Department of Water and Environmental Regulation - ground water data	478	379
Main Roads WA - planning and technical services	20	153
Total resources received	**9,527**	**9,569**
Royalties for Regions Fund:		
Regional Community Services Fund [c]	13,128	6,809
Total Royalties for Regions Fund	**13,128**	**6,809**
Total income from State Government	**303,662**	**290,659**

[a] The Department received funding from the WAPC for the administrative and operational services provided during the year. Revenue is recognised when it can be reliably measured.

[b] The Department received $0.2 million (2025: nil) of contribution from the Department of Fire and Emergency Services for the recoup of payroll costs incurred in relation to Ex-Tropical Cyclone Ellie and associated flooding.

[c] The Regional Community Services Funds 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.

Service appropriations are recognised as income at 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 the Department of Treasury and Finance.

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.

Resources received from other public sector entities are recognised as income at the fair value of the 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 2026

	2026 Budget $'000	2026 Additional funding/ (funding reduction) * $'000	2026 Revised budget $'000	2026 Actual $'000	2026 Variance $'000
Delivery of Services					
Item 90 Net amount appropriated to deliver services	237,121	(11,446)	225,675	225,675	-
Amount Authorised by Other Statutes					
- *Salaries and Allowances Act 1975*	475	499	974	974	-
Total appropriations provided to deliver services	**237,596**	**(10,947)**	**226,649**	**226,649**	**-**
Capital					
Item 156 Capital appropriation	6,494	-	6,494	6,494	-
Total consolidated account appropriations	**244,090**	**(10,947)**	**233,143**	**233,143**	**-**

*Additional funding includes supplementary funding and new funding authorised under section 27 of the *Financial Management Act 2006* and amendments to standing appropriations.

3.2 User charges and fees

	2026 $'000	2025 $'000
Fees	5,498	4,417
User charges	156	260
Total user fees and charges	**5,654**	**4,677**

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 of goods and services

	2026 $'000	2025 $'000
Fremantle Prison tours, conferences and parking sales	4,521	4,150
Sale of goods	443	409
Total sales of goods and services	**4,964**	**4,559**

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

3.4 Rental revenue

	2026 $'000	2025 $'000
Pastoral land rent	2,841	2,860
Total rental revenue	**2,841**	**2,860**

3.5 Commonwealth grants and contributions

	2026 $'000	2025 $'000
Commonwealth contributions		
High Wycombe Community Hub	5,000	-
Swan Active Ellenbrook	17,500	-
Indian Ocean Territories	1,280	678
Total Commonwealth contributions	**23,780**	**678**

Recurrent grants are recognised as income when the grants are receivable.

Income from grants to acquire/construct a recognisable non-financial asset to be controlled by the Department is recognised when the Department satisfies its obligations under the transfer. The Department satisfies the obligations under the transfer over time as the non-financial assets are being constructed. The Department typically satisfies the obligations under the transfer when it achieves milestones specified in the grant agreement and amount received in advance of obligation satisfaction are reported at Note 5.5 Other liabilities.

3.6 Grants and subsidies

	2026 $'000	2025 $'000
Recurrent grants - other government agencies		
Ellenbrook Aquatic Facility	-	5,000
Total grants and subsidies	**-**	**5,000**

3.7 Other income

	2026 $'000	2025 $'000
Cost recoveries	434	190
Employee contributions [a]	158	139
Insurance recoveries	27	151
Revaluation increment [b]	1,306	-
Reversal of impairment loss	-	3,161
Reversal of provision	-	301
Special and general lease income	209	220
Other	34	11
Total other income	**2,168**	**4,173**

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

3.7 Other income (continued)

Other income is recognised for the major activities as follows:

(a) 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 2.1.1 Employee benefits expenses.

(b) A revaluation increment of $1.3 million was recognised as other income, reflecting the reversal of revaluation decrements previously recognised in prior periods.

4. Key assets

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 these assets:

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

4.1 Property, plant and equipment

Year ended 30 June 2026	Land $'000	Buildings $'000	Computer and Office Equipment $'000	Furniture and Fittings $'000	Work in Progress $'000	Total $'000
1 July 2025						
Gross carrying amount	261,917	27,708	7,948	1,593	1,917	301,083
Accumulated depreciation	-	(1)	(6,173)	(414)	-	(6,588)
Accumulated impairment loss	-	-	-	-	-	-
Carrying amount at start of period	**261,917**	**27,707**	**1,775**	**1,179**	**1,917**	**294,495**
Additions	-	-	516	-	2,242	2,758
Transfer between asset categories	-	177	2,222	377	(2,776)	-
Transfers to administered operations on behalf of the State of Western Australia	-	-	-	-	(741)	(741)
Revaluation increments/(decrements) through reserves	51,849	-	-	-		51,849
Revaluation increments/(decrements) through profit and or loss	-	1,306	-	-	-	1,306
Depreciation	-	-	(1,337)	(173)	-	(1,510)
Carrying amount at end of period	**313,766**	**29,190** [(a)]	**3,176**	**1,383**	**642**	**348,157**
Gross carrying amount	313,766	29,191	10,686	1,970	642	356,255
Accumulated depreciation	-	(1)	(7,510)	(587)	-	(8,098)

(a) Fremantle Prison is the only building with a carrying value. As the building is heritage listed, no professional or project management fees have been included in the valuation.

4.1 Property, plant and equipment (continued)

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 cost, or significantly less than fair value, 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. The effective date was at 1 July 2025, with valuations performed during the year ended 30 June 2026 and recognised at 30 June 2026.

In addition, for buildings under the current replacement cost basis, estimated professional and project management fees are included in the valuation of current use assets.

These valuations are undertaken annually to ensure that the carrying amount of the assets do not differ materially from their fair value at the end of the reporting period.

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 (High utility land use assets)

High utility land values are measured by drawing comparison between the subject asset as a going concern and market pricing data of assets having similar utility and service capacity.

The assessed Highest & Best Use Value is based upon comparable utility transactions and is adjusted for valuation deferment recognition. Valuation deferment is the practice of delaying the recognition or calculation of an asset's value until a future date, primarily used to manage uncertainty, account for value over time, restrictions on ownership and current use considerations. The value of the land reflects differences between public and private sector market associated with title conversion, time deferments, and other factors including encumbrances, title status, management orders or lease conditions.

Land assets (Low utility land use assets)

Low utility land values are applied to land highly encumbered by community service obligations or infrastructure, where the economic highest and best alternate land use is not permitted. Land Values determined under this methodology take into consideration the legal, physical, economic and socio-political factors that inhibit economic highest and best use alternatives. Fair value measurement of the public sector land draws on the values from the primary real estate market, based on comparable utility with an underlying going concern assumption.

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.

Significant assumptions and judgements

The most significant assumptions and judgements in estimating fair value are made in assessing whether to apply the existing use basis to assets and in determining estimated economic life. Professional judgement by the valuer is required where the evidence does not provide a clear distinction between market type assets and existing use assets.

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
Infrastructure	20 to 40 years
Computer equipment	3 to 10 years
Office and other equipment	5 to 10 years
Furniture and fittings	6 to 10 years

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

Land and heritage or culture buildings, which are considered to have an indefinite life, are not depreciated. Depreciation is not recognised in respect of these assets because their service potential has not, in any material sense, been consumed during the reporting period.

4.1.1 Depreciation and impairment

	2026 $'000	2025 $'000
Depreciation charge		
Buildings	-	10
Computer and office equipment	1,337	1,090
Furniture and fittings	173	108
Total depreciation charge	**1,510**	**1,208**

As at 30 June 2026, no impairment was recognised on property, plant and equipment. There were no indications of impairment to other property, plant and equipment.

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 land and buildings acquisitions have not been independently valued by Landgate at the end of the reporting period, the carrying amount of the land and buildings is impaired to reflect the change of use on acquisition.

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 to the extent that the impairment loss does not exceed the amount in the revaluation surplus for the class of asset.

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.

4.2 Intangible assets

Year ended 30 June 2026	Computer Software $'000	Work in Progress $'000	Total $'000
1 July 2025			
Gross carrying amount	33,393	8,927	42,320
Accumulated amortisation	(19,405)	-	(19,405)
Carrying amount at start of period	**13,988**	**8,927**	**22,915**
Additions	-	3,926	3,926
Transfers between asset categories	5,134	(5,134)	-
Amortisation expense	(4,241)	-	(4,241)
Carrying amount at end of period	**14,881**	**7,719**	**22,600**
Gross carrying amount	38,527	7,719	46,246
Accumulated depreciation	(23,646)	-	(23,646)

Initial recognition

Intangible assets are initially recognised at cost. For assets acquired at significantly less than fair value, the cost is their fair value at the date of acquisition.

Acquired and internally generated intangible assets costing $5,000 or more that comply with the recognition criteria of AASB 138 *Intangible Assets* (as noted above) are capitalised.

Costs incurred below these thresholds are immediately expensed directly to the Statement of comprehensive income.

An internally generated intangible asset arising from development (or from the development phase of an internal project) is recognised if, and only if, all of the following are demonstrated:

(a) the technical feasibility of completing the intangible asset so that it will be available for use or sale;

(b) an intention to complete the intangible asset, and use or sell it;

(c) the ability to use or sell the intangible asset;

(d) the intangible asset will generate probable future economic benefit;

(e) the availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset; and

(f) the ability to measure reliably the expenditure attributable to the intangible asset during its development.

Costs incurred in the research phase of a project are immediately expensed.

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

	2026 $'000	2025 $'000
Amortisation charge		
Computer software	4,241	3,968
Total amortisation charge	**4,241**	**3,968**

As at 30 June 2026, 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.

Useful lives

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. As at 30 June 2026, there were no indications of impairment to intangible assets.

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

4.3 Right-of-use assets

Year ended 30 June 2026	Buildings $'000	Vehicles $'000	Total $'000
Gross carrying amount at 1 July 2025	520	1,844	2,364
Accumulated depreciation at 1 July 2025	(360)	(717)	(1,077)
Carrying amount at beginning of period	**160**	**1,127**	**1,287**
Additions	10	269	279
Increase/(decrease) in remeasurements [(a)]	295	(18)	277
Disposals	(38)	(5)	(43)
Depreciation	(277)	(305)	(582)
Net carrying amount as at end of period	**150**	**1,068**	**1,218**
Gross carrying amount at 30 June 2026	787	2,090	2,877
Accumulated depreciation at 30 June 2026	(637)	(1,022)	(1,659)

[(a)] The remeasurement 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, office and residential housing. The lease contracts are typically made for fixed periods of 1-10 years with an option to renew the lease after that date. Lease payments for buildings not leased through the Department of Housing and Works are renegotiated every five years to reflect market rentals.

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 Housing and Works for the leasing of office accommodation. These are not recognised under AASB 16 *Leases* because of substitution rights held by the Department of Housing and Works and are accounted for as an expense as incurred.

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 of:

- 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 Lease liabilities.

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 of right-of-use assets

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.

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 4.1.1 Depreciation and impairment.

As at 30 June 2026 there were no indications of impairment of right-of-use assets.

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 (Holding Account)	5.2
Other assets	5.3
Payables	5.4
Other liabilities	5.5
Other provisions	5.6

5.1 Receivables

	2026 $'000	2025 $'000
Current		
Trade receivables	8,459	7,160
Allowance for impairment of trade receivables	(37)	(257)
GST receivable	1,944	1,603
	10,366	**8,506**
Loans and advances:		
Other debtors	96	103
Total current	**10,462**	**8,609**
Non-current		
Accrued Salaries account [(a)]	4,731	3,770
Total non-current	**4,731**	**3,770**
Total receivables at end of the period	**15,193**	**12,379**
Reconciliation of changes in the allowance for impairment of trade receivables:		
Opening balance	(257)	(36)
(Increase)/decrease in expected credit loss allowance	(8)	(221)
Amounts written off during the period	228	-
Allowance for impairment at end of period	**(37)**	**(257)**

[(a)] Funds transferred to the Department of Treasury and Finance 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.

Trade receivables are initially recognised at their transaction price or, for those receivables that contain a significant financing component, at fair value. The Department holds the receivables with the objective to collect the contractual cash flows and therefore subsequently measured at amortised cost using the effective interest method, less an allowance for impairment.

Includes $6.6 million (2025: $6.3 million) receivable from the WAPC for services provided.

The Department recognises a loss allowance for expected credit losses (ECLs) on a receivable not held at fair value through profit or loss. The ECLs 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 2.3 Other expenses for the amount of ECLs expensed in this reporting period.

Accrued salaries account contains amounts paid annually into the Treasurer's special purpose account. It is restricted for meeting the additional cash outflow for employee salary payments in reporting periods with 27 pay days instead of the normal 26. No interest is received on this account.

5.2 Amounts receivable for services (Holding Account)

	2026 $'000	2025 $'000
Non-current	77,742	66,603
Total Amounts receivable for services at end of period	**77,742**	**66,603**

Amounts receivable for services represent the non-cash component of service appropriations. It is restricted in that it can only be used for asset replacement or payment of leave liability.

The amounts receivable for services are financial assets at amortised cost and are not considered impaired. (i.e. there is no expected credit loss of the holding accounts).

5.3 Other assets

	2026 $'000	2025 $'000
Current		
Prepayments	7,567	4,217
Total other assets	**7,567**	**4,217**

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

	2026 $'000	2025 $'000
Current		
Trade payables	1,087	2,056
Accrued expenses	3,941	11,052
Accrued salaries	4,821	3,867
Retention money held	218	178
Total current payables	**10,067**	**17,153**
Non-current		
Retention money held	-	54
Total non-current payables	**-**	**54**
Total payables	**10,067**	**17,207**

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

5.5 Other liabilities

	2026 $'000	2025 $'000
Current		
Unearned revenue	4,479	443
Other current liabilities	424	2,858
Receipts on account	358	91
Total other liabilities	**5,261**	**3,392**

Unearned revenue includes income received in advance, primarily relating to Carbon Dioxide Injection Wells Licence fees.

Other current liabilities include pastoral lease rental income received in advance and onerous contract provision for properties affected 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

	2026 $'000	2025 $'000
Current		
Compensation payments	401	401
Balance at end of period	**401**	**401**
Movement in compensation payments:		
Carrying amount at start of period	401	702
Additional/(reversals of) provisions recognised	-	(301)
Carrying amount at end of period	**401**	**401**

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	6.1
Lease liabilities	6.2
Finance costs	6.3
Capital commitments	6.4

6.1 Cash and cash equivalents

	2026 $'000	2025 $'000
Cash and cash equivalents	69,635	73,476
Restricted cash and cash equivalents	6,660	1,166
Balance at end of period	**76,295**	**74,642**

Restricted cash and cash equivalents	2026 $'000	2025 $'000
Current		
Indian Ocean Territories Service Level Agreement	585	110
Kalumburu Roads	227	227
Remote Indigenous Housing West Kimberley Tripartite Forum	150	150
Royalties for Regions Fund (Lands)	55	199
Royalties for Regions - Remote Essential and Municipal Services	5,643	480
Total current restricted cash and cash equivalents	**6,660**	**1,166**

For the purpose of the statement of cash flows, 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

	2026 $'000	2025 $'000
Not later than one year	433	409
Later than one year and not later than five years	837	884
Later than five years	19	53
	1,289	**1,346**
Current	433	409
Non-current	856	937
Total lease liabilities	**1,289**	**1,346**

Initial measurement

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 2026 was $0.7 million (2025: $0.8 million).

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

	2026 $'000	2025 $'000
Lease expenses recognised in the Statement of comprehensive income		
Lease interest expense	95	90
Expenses relating to variable lease payments not included in lease liabilities	2	2
Short-term leases	22	95
Low-value leases	13	7
Losses/(gains) arising from sale and leaseback transactions	5	(2)

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

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

	2026 $'000	2025 $'000
Lease interest expense	95	90
Total finance costs expensed	**95**	**90**

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:

	2026 $'000	2025 $'000
Capital expenditure commitments, being contracted capital expenditure additional to the amounts reported in the financial statements, are payable as follows:		
Within one year	5,150	3,816
Later than one year and not later than five years	-	43
	5,150	**3,859**

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 assets and 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:

	2026 $'000	2025 $'000
Financial assets		
Cash and cash equivalents	69,635	73,476
Restricted cash and cash equivalents	6,660	1,166
Financial assets at amortised cost [(a)]	90,991	77,379
Total financial assets	**167,286**	**152,021**
Financial liabilities		
Financial liabilities at amortised cost [(b)]	11,356	18,553
Total financial liability	**11,356**	**18,553**

(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 assets and liabilities

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

7.2.1 Contingent assets

The Department had no contingent assets as at 30 June 2026 (2025: nil).

7.2.2 Contingent liabilities

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

	2026 $'000	2025 $'000
Litigations in progress	-	15,090
Total contingent liabilities - litigations in progress	**-**	**15,090**

The Department had no quantified contingent liabilities as at 30 June 2026 (2025: $15.0 million). The prior year balance primarily related to litigation concerning the Dampier to Bunbury Natural Gas Pipeline (DBNGP) Land Access Minister (being the Minister responsible for administering the DBNGP corridor). While agreement in principle had been reached regarding the Minister's involvement in the proceedings, formal settlement documentation had not been finalised as at 30 June 2026. In addition, the proceedings had not been formally discontinued at reporting date, with finalisation remaining subject to completion of arrangements between the remaining parties. Accordingly, the matter has been disclosed as an unquantified contingent liability as at 30 June 2026.

Contaminated sites

Under the *Contaminated Sites Act 2003* (CS Act), the Department is required to report known and suspected contaminated sites to the Department of Water and Environmental Regulation (DWER). In accordance with the CS Act, DWER classifies these sites on the basis of the risk to human health, the environment and environmental values. Where sites are classified as *contaminated – remediation required* or *possibly contaminated – investigation required*, the Department may have a liability in respect of investigation or remediation expenses.

As at 30 June 2026, no known or suspected contaminated sites had been identified from the Department's internal records and information provided by DWER. Accordingly, no related investigation or remediation liability was identified.

8. 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 30 June 2026, the Department transferred 10 land parcels with a carrying value of approximately $2.78 million in fulfill commitments under the South West Native Title Settlement. The related provisions had been recognised at 30 June 2026. These transfers are non-adjusting events and will be recognised in 2026-27 through the derecognition of the land assets and settlement of the associated provisions.

8.2 Changes in accounting policy

There were no new or amended standards and interpretations that became effective for the first time for the financial year beginning 1 July 2025 that were relevant or have a material impact to the Department.

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 ($)	2026	2025
450,001 - 500,000	1	1
400,001 - 450,000	-	-
350,001 - 400,000	-	-
300,001 - 350,000	-	-
250,001 - 300,000	2	3
200,001 - 250,000	3	4
150,001 - 200,000	1	1
100,001 - 150,000	1	-
50,001 - 100,000	1	-
0 - 50,000	3	-
	12	**9**

	2026 $'000	2025 $'000
Total compensation of senior officers	**2,123**	**2,339**

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 agencies 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 Government Employees Superannuation Board (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.

Significant transactions include:

	Notes
Other expenses including accommodation with other Government agencies	2.3
Resources received from other public sector entities	3.1
Income received from other public sector entities	3.1
Property, plant and equipment transfer to State of Western Australia	4.1
Remuneration of auditor	8.8

8.5 Related bodies

The Department had no related bodies during the financial year 2025-26 and 2024-25.

8.6 Affiliated bodies

The Department had no affiliated bodies during the financial year 2025-26 and 2024-25.

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 that Act.

	2026 $'000	2025 $'000
Balance at start of period	26,994	28,243
Receipts	2,216	302
Payments	(1,567)	(1,551)
Balance at end of period	**27,643**	**26,994**

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:

	2026 $'000	2025 $'000
Auditing the accounts, financial statements, controls and key performance indicators	728	735
Total	**728**	**735**

8.9 Equity

	2026 $'000	2025 $'000
Contributed equity		
Balance at start of period	**307,500**	**289,709**
Contribution by owners		
Capital appropriations	6,494	8,344
Other contributions by owners	4,402	10,047
Total contributions by owners	**10,896**	**18,391**
Distributions to owners		
Net assets transferred to government	-	(600)
Total distributions to owners	**-**	**(600)**
Total contributed equity at end of period	**318,396**	**307,500**

	2026 $'000	2025 $'000
Reserves		
Balance at the start of period	**151,584**	**149,462**
Changes in asset revaluation surplus		
Land	51,849	2,122
Total asset revaluation surplus at end of period	**203,433**	**151,584**

8.10 Supplementary financial information

(a) Write-offs

During the reporting period, $242,000 (2025: $13,000) was written off the Department's books under the authority of:

	2026 $'000	2025 $'000
The accountable authority	242	13
Total write-offs	**242**	**13**

(b) Losses through theft, defaults and other causes

There were losses of public money through Fremantle Prison till shortages totalling $288 (2025: nil) for the financial year ended 2026.

(c) Gifts of public property

There were no (2025: nil) gifts of public property provided by the Department for the financial year ended 2026.

9. Explanatory statements for controlled operations

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 2026, and between the actual results for 2026 and 2025 are shown below. Narratives are provided for major variances which are more than 10% of the comparative and which are more than 1% of the following (as appropriate):

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 (i.e. 1% of $374,358,000); and
   - Total Assets of the annual estimate for the Statement of financial position (i.e. 1% of $455,511,000).
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 (i.e. 1% of $291,352,000); and
   - Total Assets of the previous year for the Statement of financial position (i.e. 1% of $476,597,000).

9.1 Statement of comprehensive income variances

	Variance Note	Estimate[1] 2026 $'000	Actual 2026 $'000	Actual 2025 $'000	Variance between estimate and actual $'000	Variance between actual results for 2026 and 2025 $'000
Expenses						
Employee benefits expenses	1	141,913	159,213	145,208	17,300	14,005
Supplies and services	2	92,595	71,118	68,526	(21,477)	2,592
Depreciation and amortisation expense	3	10,577	6,333	5,774	(4,244)	559
Finance costs		76	95	90	19	5
Accommodation expenses		10,537	8,994	9,323	(1,543)	(329)
Grants and subsidies	4, A	99,310	64,996	37,711	(34,314)	27,285
Cost of sales		156	220	207	64	13
Other expenses	B	19,194	20,952	24,513	1,758	(3,561)
Total cost of services		**374,358**	**331,921**	**291,352**	**(42,437)**	**40,569**
Income						
User charges and fees		5,112	5,654	4,677	542	977
Sales of goods and services		4,760	4,964	4,559	204	405
Rental revenue		2,783	2,841	2,860	58	(19)
Commonwealth grants and contributions	5, C	17,756	23,780	678	6,024	23,102
Grants and subsidies	D	-	-	5,000	-	(5,000)
Other income		1,620	2,168	4,173	548	(2,005)
Total Income		**32,031**	**39,407**	**21,947**	**7,376**	**17,460**
Total income other than income from State Government		**32,031**	**39,407**	**21,947**	**7,376**	**17,460**
Net cost of services		**342,327**	**292,514**	**269,405**	**(49,813)**	**23,109**
Income from State Government						
Service appropriation		237,596	226,649	219,549	(10,947)	7,100
Income received from other public sector entities	6	68,398	54,358	54,732	(14,040)	(374)
Resources received from other public sector entities		11,245	9,527	9,569	(1,718)	(42)
Royalties for Regions Fund	E	13,322	13,128	6,809	(194)	6,319
Total income from State Government		**330,561**	**303,662**	**290,659**	**(26,899)**	**13,003**
Surplus/(deficit) for the period		**(11,766)**	**11,148**	**21,254**	**22,914**	**(10,106)**
Other comprehensive income/(losses)						
Items not reclassified subsequently to profit or loss						
Changes in asset revaluation surplus/(deficit)		-	51,849	2,122	51,849	49,727
Total other comprehensive income/(loss)		**-**	**51,849**	**2,122**	**51,849**	**49,727**
Total comprehensive income/(loss) for the period		**(11,766)**	**62,997**	**23,376**	**74,763**	**39,621**

[1] These are annual estimates published for the financial year ended 30 June 2026.

9.1 Statement of comprehensive income variances (continued)

Major estimate and actual (2026) variance narratives:

1. **Employee benefits expense** was higher than the budget estimate by $17.3 million, mainly due to the higher salary costs and workforce levels than assumed in the original budget estimate. While a significant portion of the increase was reflected in the adjusted budget during the year, actual expenditure remained higher than the adjusted budget.
2. **Supplies and services** were lower than the budget estimate by $21.5 million, mainly due to the lower expenditure for Remote Essential Communities, Victoria Quay and Heritage Survey Program together with the reprofiling of several programs to future years, as a result of changes in project delivery schedules and the timing of associated expenditure.
3. **Depreciation and amortisation expense** was lower than the budget estimate by $4.2 million, mainly due to the delays in the completion and capitalisation of ICT systems and other capital projects.
4. **Grants and subsidies** were lower than the budget estimate by $34.3 million, mainly due to the reprofiling of major grant programs, including the Infrastructure Development Fund and the High Wycombe Community Hub project, reflecting changes in project progression, grant assessment processes and milestone-based payments.
5. **Commonwealth grants and contributions** were higher than the budget estimate by $6.0 million, mainly due to the additional funding for Swan Active Ellenbrook, partially offset by the deferral of funding for the High Wycombe Community Hub.
6. **Income received from other public sector entities** were lower than the budget estimate by $14.0 million, mainly due to the deferral of funding for the Victoria Quay project from Fremantle Ports and Kimberley Recovery Housing and Community Road Package from the Department of Fire and Emergency Services.

Major actual (2026) and comparative (2025) variance narratives:

A. **Grants and subsidies** increased by $27.3 million, mainly due to the higher grant payments to local governments including $23.5 million for the Ellenbrook Aquatic Facilities and High Wycombe Community Hub projects, together with increased funding provided to other eligible recipients.

B. **Other expenses** decreased by $3.6 million, mainly due to the non-recurrence of a revaluation decrement recognised in the previous year, together with lower employee-related and operating costs.

C. **Commonwealth grants and contributions** increased by $23.1 million, mainly due to the funding recognised for Swan Active Ellenbrook and High Wycombe Community Hub, together with increased funding for Indian Ocean Territories funding.

D. **Grants and subsidies** decreased by $5.0 million, mainly due to the non-recurrence of state funding recognition in 2025 for the Ellenbrook Aquatic Facility.

E. **Royalties for Regions Fund** increased by $6.3 million, mainly due to the additional funding for Remote Aboriginal Housing and Municipal Services, including urgent municipal works and the replacement of unsafe plant and equipment administered by the Department of Housing and Works.

9.2 Statement of financial position variances

	Variance Note	Estimate[1] 2026 $'000	Actual 2026 $'000	Actual 2025 $'000	Variance between estimate and actual $'000	Variance between actual results for 2026 and 2025 $'000
Assets						
Current assets						
Cash and cash equivalents		26,614	69,635	73,476	43,021	(3,841)
Restricted cash and cash equivalents		657	6,660	1,166	6,003	5,494
Inventories		66	70	59	4	11
Receivables		7,160	10,462	8,609	3,302	1,853
Other current assets		4,895	7,567	4,217	2,672	3,350
Total current assets		**39,392**	**94,394**	**87,527**	**55,002**	**6,867**
Non-current assets						
Receivables		3,166	4,731	3,770	1,565	961
Amounts receivable for services		77,660	77,742	66,603	82	11,139
Property, plant and equipment	A	319,051	348,157	294,495	29,106	53,662
Intangible assets	1	15,261	22,600	22,915	7,339	(315)
Right-of-use assets		981	1,218	1,287	237	(69)
Total non-current assets		**416,119**	**454,448**	**389,070**	**38,329**	**65,378**
Total assets		**455,511**	**548,842**	**476,597**	**93,331**	**72,245**
Liabilities						
Current liabilities						
Payables		828	10,067	17,153	9,239	(7,086)
Lease liabilities		452	433	409	(19)	24
Employee related provisions		34,791	34,853	31,943	62	2,910
Other current liabilities		9,638	5,261	3,392	(4,377)	1,869
Provisions		702	401	401	(301)	-
Total current liabilities		**46,411**	**51,015**	**53,298**	**4,604**	**(2,283)**
Non-current liabilities						
Payables		-	-	54	-	(54)
Lease liabilities		591	856	937	265	(81)
Employee related provisions		3,597	4,507	3,737	910	770
Total non-current liabilities		**4,188**	**5,363**	**4,728**	**1,175**	**635**
Total liabilities		**50,599**	**56,378**	**58,026**	**5,779**	**(1,648)**
Net assets		**404,912**	**492,464**	**418,571**	**87,552**	**73,893**
Equity						
Contributed equity		318,103	318,396	307,500	293	10,896
Reserves		149,464	203,433	151,584	53,969	51,849
Accumulated surplus/(deficit)		(62,655)	(29,365)	(40,513)	33,290	11,148
Total equity		**404,912**	**492,464**	**418,571**	**87,552**	**73,893**

[1] These are annual estimates published for the financial year ended 30 June 2026.

9.2 Statement of financial position variances (continued)

Major estimate and actual (2026) variance narratives:

1. **Intangible assets** were higher than the budget estimate by $7.3 million, mainly due to the completion of Phase 3 of the ACHKnowledge software project.

Major actual (2026) and comparative (2025) variance narratives:

A. **Property, plant and equipment** increased by $53.7 million, mainly due to the higher land revaluation recognised during the year.

9.3 Statement of cash flow variances

	Variance Note	Estimate[1] 2026 $'000	Actual 2026 $'000	Actual 2025 $'000	Variance between estimate and actual $'000	Variance between actual results for 2026 and 2025 $'000
Cash flows from the State Government						
Service appropriation		226,539	215,542	210,539	(10,997)	5,003
Capital appropriations		6,494	6,494	8,344	-	(1,850)
Other contributions from Treasury Special Purpose Accounts	A	3,509	4,402	10,047	893	(5,645)
Funds from other public sector entities	1	68,398	54,046	58,101	(14,352)	(4,055)
Royalties for Regions Fund	B	13,322	13,128	6,809	(194)	6,319
Net cash provided by State Government		**318,262**	**293,612**	**293,840**	**(24,650)**	**(228)**
Cash flows from operating activities						
Payments						
Employee benefits expenses	2	(140,885)	(156,068)	(141,928)	(15,183)	(14,140)
Supplies and services	3, C	(82,086)	(68,169)	(50,601)	13,917	(17,568)
Finance costs		(76)	(95)	(90)	(19)	(5)
Accommodation		(9,940)	(8,841)	(8,656)	1,099	(185)
Grants and subsidies	4, D	(99,310)	(68,390)	(33,722)	30,920	(34,668)
GST payments on purchases	5	(4,257)	(11,899)	(10,753)	(7,642)	(1,146)
GST payments to taxation authority		(1,983)	(1,484)	-	499	(1,484)
Other payments	6	(19,146)	(22,965)	(24,635)	(3,819)	1,670
Receipts						
Sales of goods and services		5,613	4,965	4,557	(648)	408
User charges and fees	7, E	5,112	9,849	4,591	4,737	5,258
Commonwealth grants and contributions	8, F	17,756	23,780	678	6,024	23,102
GST receipts on sales		1,994	1,552	1,033	(442)	519
GST receipts from taxation authority	9	4,239	11,479	9,720	7,240	1,759
Other receipts		3,558	3,326	3,796	(232)	(470)
Net cash provided by/(used in) operating activities		**(319,411)**	**(282,960)**	**(246,010)**	**36,451**	**(36,950)**
Cash flows from investing activities						
Payments						
Purchase of non-current assets	G	(10,888)	(7,305)	(14,299)	3,583	6,994
Net cash provided by/(used in) investing activities		**(10,888)**	**(7,305)**	**(14,299)**	**3,583**	**6,994**
Cash flows from financing activities						
Payments						
Lease payments		(535)	(733)	(783)	(198)	50
Payment to accrued salaries account		-	(961)	(604)	(961)	(357)
Net cash provided by/(used in) financing activities		**(535)**	**(1,694)**	**(1,387)**	**(1,159)**	**(307)**
Net increase/(decrease) in cash and cash equivalents		(12,572)	1,653	32,144	14,225	(30,491)
Cash and cash equivalents at the beginning of the period		39,843	74,642	42,498	34,799	32,144
Cash and cash equivalents at the end of the period		**27,271**	**76,295**	**74,642**	**49,024**	**1,653**

[1] These are annual estimates published for the financial year ended 30 June 2026.

Major estimate and actual (2026) variance narratives:

1. **Funds from other public sector entities** were lower than the budget estimate by $14.4 million, mainly due to the deferral of funding for the Victoria Quay project from Fremantle Ports and the Kimberley Recovery Housing and Community Road Package from the Department of Fire and Emergency Services.
2. **Employee benefits** were higher than the budget estimate by $15.2 million, mainly due to the higher salary costs and workforce levels than assumed in the original budget estimate. While a significant portion of the increase was reflected in the adjusted budget during the year, actual employee benefit payments remained higher than the adjusted budget.
3. **Supplies and services** were lower than the budget estimate by $13.9 million, mainly due to the timing and delivery of major projects, including Remote Aboriginal Housing and Municipal Services, the Victoria Quay place improvement project and Aboriginal Heritage related program.
4. **Grants and subsidies** were lower than the budget estimate by $30.9 million, mainly due to the reprofiling of major grant programs, including the Infrastructure Development Fund and the High Wycombe Community Hub project.
5. **GST payments on purchases** were higher than the budget estimate by $7.6 million, mainly due to the increase in activities resulting in higher GST payable than anticipated.
6. **Other payments** were higher than the budget estimate by $3.8 million, mainly due to the settlement of prior year funding for Victoria Quay Improvement Project and higher expenditure on software licenses and support services.
7. **User charges and fees** were higher than the budget estimate by $4.7 million, mainly due to the higher than anticipated volumes of Development Assessment Panel charges and Land Administration fees.
8. **Commonwealth grants and contributions** were higher than the budget estimate by $6.0 million, mainly due to the additional funding received for the Swan Active Ellenbrook project, partially offset by the deferral of funding for the High Wycombe Community Hub project resulting from revisions to the project delivery schedule.
9. **GST receipts from taxation authority** were higher than the budget estimate by $7.2 million, mainly due to the higher GST recoveries associated with GST payments that were higher than assumed in the budget estimate.

Major actual (2026) and comparative (2025) variance narratives:

A. **Other contributions from Treasury Special Purpose Accounts** decreased by $5.6 million, mainly due to the one-off funding received for Housing Australia Future Fund projects managed by DevelopmentWA under the Social Housing Investment Fund in 2024-25 only.

B. **Royalties for Regions Fund** increased by $6.3 million, mainly due to the additional funding for Remote Aboriginal Housing and Municipal Services, including municipal works and the replacement of unsafe plant and equipment.

C. **Supplies and services** increased by $17.6 million, mainly due to the higher payments associated with the Perth Convention and Exhibition Centre Precinct project, Remote Aboriginal Housing and Municipal Services, Housing Diversity Pipeline and Planning Reform implementation, and the Aboriginal Heritage Survey Program.

D. **Grants and subsidies** increased by $34.7 million, mainly due to the higher grant payments for the Ellenbrook Aquatic Facility and High Wycombe Community Hub projects, together with increased Infrastructure Development Fund grant payments.

E. **User charges and fees** increased by $5.3 million, mainly due to higher revenue from Aboriginal Cultural Heritage Section 18 applications and Development Assessment Panel charges.

F. **Commonwealth grants and contributions** increased by $23.1 million, mainly due to the additional funding received for the Swan Active Ellenbrook and High Wycombe Community Hub projects.

G. **Purchase of non-current assets** decreased by $7.0 million, mainly due to the lower expenditure on the Kimberley Recovery Housing and Community Roads program delivered by the Department of Housing and Works on the Department's behalf and ACHKnowledge Phase 3, reflecting delays in project delivery and expenditure.

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 items	10.1
Contingent assets and liabilities	10.2

10.1 Explanatory statement for administered items

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 2026, and between the actual results for 2026 and 2025 are shown below.

Narratives are provided for major variances which are more than 10% of the comparative and which are more than 1% of the Total Administered Income in the comparative (i.e. 1% of $35,178,000 for the current year and 1% of $535,985,000 for the previous year).

	Variance Note	Estimate[1] 2026 $'000	Actual 2026 $'000	Actual 2025 $'000	Variance between estimate and actual $'000	Variance between actual results for 2026 and 2025 $'000
Income						
For transfer:						
Sale of land	1, A	15,000	18,084	11,483	3,084	6,601
Rent revenue	2	18,609	34,237	30,462	15,628	3,775
Reserve transfers	3, B	-	92,479	263,004	92,479	(170,525)
Revaluation increment	C	-	-	221,738	-	(221,738)
Other income		13	327	1,039	314	(712)
Other revenue	4, D	1,556	2,440	8,259	884	(5,819)
Total administered income		**35,178**	**147,567**	**535,985**	**112,389**	**(388,418)**
Expenses						
Employee expenses	5	1,078	593	344	(485)	249
Impairment expenses		-	-	98	-	(98)
Depreciation	6	1,567	3,131	3,130	1,564	1
Cost of goods sold	7, E	-	38,381	23,684	38,381	14,697
Payments to Consolidated Account	8	31,737	49,505	48,419	17,768	1,086
Reserve transfers	9, F	-	65,758	232,365	65,758	(166,607)
Other expenses	10, G	2,676	22,178	5,172	19,502	17,006
Total administered expenses		**37,058**	**179,546**	**313,212**	**142,488**	**(133,666)**

[1] These are annual estimates published for the financial year ended 30 June 2026.

10.1 Disclosure of administered income and expenses (continued)

Major estimate and actual (2026) variance narratives:

1. **Sale of land** was higher than the budget estimate by $3.1 million, mainly due to the recognition of property sales in Bellevue, City of Swan, which were contractually agreed in 2024-25 but settled in 2025-26 together with the sale of a property to Bluebird Homecare.
2. **Rent revenue** was higher than the budget estimate by $15.6 million, mainly due to the higher rental income received from Crown land leases than originally budgeted.
3. **Reserve transfers** were higher than the budget estimate by $92.5 million, mainly due to no budget being allocated for reserve transfers, as the value and timing of land transfers could not be reliably forecast during the budget development process.
4. **Other revenue** was higher than the budget estimate by $0.9 million, mainly due to the easement charges that were not included in the budget estimate.
5. **Employee expenses** were lower than the budget estimate by $0.5 million, mainly due to the lower employee costs arising from staff vacancies and recruitment timing.
6. **Depreciation** was higher than the budget estimate by $1.6 million, mainly due to additional depreciable assets being brought into service during the year.
7. **Cost of goods sold** was higher than the budget estimate by $38.4 million, mainly due to the sale of the North Regional TAFE building and land to the Town of Port Hedland, with a carrying value of $21.5 million, together with the sale of several land parcels for which no budget had been allocated.
8. **Payments to Consolidated Account** were higher than the budget estimate by $17.8 million, mainly due to the higher Crown land rental revenue and proceeds from land sales during the year.
9. **Reserve transfers** were higher than the budget estimate by $65.8 million, mainly due to transfers of Crown land to State Government agencies, local governments and incorporated community groups during the year.
10. **Other expenses** were higher than the budget estimate by $19.5 million, mainly due to an increase in the native title provision associated with new land commitments under the South West Native Title Settlement.

Major actual (2026) and comparative (2025) variance narratives:

A. **Sale of land** increased by $6.6 million, mainly due to the settlement of property sales in Bellevue that were contractually agreed in the prior year, together with the sale of a property to Bluebird Homecare.

B. **Reserve transfers** decreased by $170.5 million, mainly due to the significant land and infrastructure transfers recognised in the previous year, including the transfer of the Spoilbank Marina and other high-value land assets.

C. **Revaluation increment** decreased by $221.7 million, mainly due to significant reversals of prior revaluation losses recognised in the previous year. No similar reversals occurred in the current year.

D. **Other revenue** decreased by $5.8 million, mainly due to the non-recurrence of the recovery of an overpayment to the Department of Treasury and Finance recognised in the previous year.

E. **Cost of goods sold** increased by $14.7 million, mainly due to the sale of Building and Land of North Regional TAFE to Town of Port Hedland with a cost of $21.5 million.

F. **Reserve transfers** decreased by $166.6 million, mainly due to the lower transfers of Crown land to State Government agencies, local governments and incorporated community groups compared with the previous year.

G. **Other expenses** increased by $17.0 million, mainly due to the recognition of additional provisions for land commitments under the South West Native Title Settlement.

10.2 Contingent assets and liabilities for administered items

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

10.2.1 Contingent assets for administered items

The Department had no contingent assets as at 30 June 2026 (2025: nil).

10.2.2 Contingent liabilities for administered items

The following contingent liabilities are excluded from the liabilities included in the administered schedules:

Indigenous Land Use Agreements (ILUAs)

ILUAs are a mechanism under the *Native Title Act 1993* (Cth) for resolving the State Government's compensation liability arising from activities that have impacted on native title rights and interests.

The Department is responsible for the delivery of the State's land commitments in relation to the following ILUAs:

- South West Native Title Settlement (comprising of 6 ILUAs);
- The Yamatji Nation ILUA;
- The Tjiwarl Palyakuwa ILUA;
- The Kariyarra and State ILUA; and
- The Wilinggin ILUA.

Commitments under these ILUAs are assessed at each reporting date based on the latest available information, including whether specific Aboriginal Lands Trust (ALT) properties have been approved or otherwise committed for transfer.

As at 30 June 2026, certain land parcels that may be transferred under the South West Native Title Settlement and the Yamatji Nation ILUA remained uncommitted and available for future consideration.

The financial impact of any future transfer cannot be reliably measured at reporting date, as the land parcels to be transferred and the timing of any transfer remain uncertain. Accordingly, this matter is disclosed as an unquantified contingent liability.

Contaminated sites

Under the CS Act, the Department is required to report known and suspected contaminated sites to the Department of Water and Environmental Regulation (DWER). In accordance with the CS Act, DWER classifies these sites on the basis of the risk to human health, the environment and environmental values. Where sites are classified as *contaminated – remediation required* or *possibly contaminated – investigation required*, the Department may have a liability in respect of investigation or remediation expenses.

The Department is also responsible for orphaned sites and sites re-vested to the State, as stipulated in sections 29 and 32 of the CS Act.

At 30 June 2026, 9 sites are classified as *contaminated – remediation required*, with estimated remediation costs recognised within administered other provisions totalling $9.2 million (2025: $4.7 million). A further 811 sites were classified as *possible contaminated – investigation required*. No provision has been recognised for the 811 sites, as no investigative or remedial works are planned and the associated costs cannot be reliably estimated.

10.2.2 Contingent liabilities for administered items (continued)

Wittenoom class action

The Wittenoom area is affected by asbestos contamination resulting from historical mining activities. In February 2026, the Banjima Native Title Aboriginal Corporation Registered Native Title Body Corporate commenced a class action in the Federal Court of Australia against the State of Western Australia relating to alleged asbestos contamination in Wittenoom, including the former township, mine and tailings areas.

The State has filed a defence and the matter is expected to proceed through staged mediation and other court-directed processes. Due to the early stage of proceedings and the inherent uncertainties associated with the litigation, the State is currently unable to reliably estimate any potential financial impact arising from the claim. Accordingly, no provision has been recognised in respect of this matter as at the reporting date.

Certification of key performance indicators

I 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 2026.



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

23 October 2026

Outcomes and Key Performance Indicators

Outcome 1 –

An effective planning system that supports the development of communities in Western Australia

Effectiveness indicator

Percentage of Development Assessment Panel determinations issued within 22 days of Responsible Authority Report being submitted by responsible authority

The Development Assessment Panel (DAP) system was established under the Planning and Development (Development Assessment Panels) Regulations 2011. As a key component of Western Australia's planning system, DAPs strengthen planning decision-making by combining technical expertise with local knowledge.

The Department provides coordination and secretariat services to each DAP. This indicator measures the Department's effectiveness in administering the DAP process.

The 22-day timeframe is prescribed by the Regulations. The responsible authority must submit its Responsible Authority Report (RAR) at least 12 days before an application is deemed refused, with the DAP required to determine the application by that date. The Regulations also require meeting minutes to be published within 10 days, at which point the determination notice is issued. Together, these statutory requirements provide a total timeframe of 22 days from receipt of the RAR to the issue of the determination notice.

This indicator is calculated by dividing the number of determination notices issued within 22 days of receiving the RAR by the total number of determination notices issued. The results are expressed as a percentage.

In 2025–26, the Department issued 223 determination notices, of which 192 were issued within the required 22-day timeframe.

Effectiveness indicator	2024–25 Actual	2025–26 Target	2025–26 Actual
Percentage of Development Assessment Panel determinations issued within 22 days of Responsible Authority Report being submitted by responsible authority	84%	80%	86.1%

Explanation for significant variance

The variance between the 2025–26 actual and the 2025–26 target reflects improved operational efficiency and streamlined workflow processes.

This is a modified KPI being reported for the first time in 2025–26. Previously, the KPI was reported as 'Percentage of Development Assessment Panel applications determined within the statutory timeframe' and measured performance against statutory timeframes of 60 or 90 days. The revised KPI reflects changes to DAP processes whereby the DAP secretariat coordinates and provides governance, including minute preparation, for all DAP meetings. The revised KPI more clearly measures the aspects of the assessment process within the Department's control. Due to these changes, only the 2024–25 actual result has been backcast and is presented for comparative purposes.

Outcome 2 –

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 measures the Department's ability to prepare and lodge accurate land registration documents, ensuring secure land tenure and timely service delivery.

During 2025–26, the Department lodged 2,615 documents with Landgate. These included applications for new titles, reserve creations, conveyances and amalgamations, easements, leases, road closures and land transfers. Lodgement represents the final stage of often complex negotiation and document preparation processes.

Accurate registration documents are essential to the legal validity of land transactions. Errors identified through Landgate can result in additional costs, delays and impacts for customers.

Effectiveness indicator	2022–23 Actual	2023–24 Actual	2024–25 Actual	2025–26 Target	2025–26 Actual
Percentage of land tenure change and interest documents validly lodged with the Western Australian Land Information Authority (Landgate)	98%	98.6%	98.5%	99%	98.1%

Outcome 3 –

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

This indicator measures visitor satisfaction with the Department's heritage interpretation, education and visitor services at Fremantle Prison.

Fremantle Prison is one of Western Australia's most significant built heritage places and became the state's first World Heritage-listed site in 2010 as part of the Australian Convict Sites serial listing. It holds outstanding universal value through its convict-era and colonial buildings and preserves an exceptional collection of stories and artefacts reflecting more than 130 years of incarceration and social history.

The Department manages Fremantle Prison to preserve its heritage significance while providing high-quality tourism, cultural and educational experiences for visitors. During 2025–26, 1,123 visitors completed satisfaction surveys from a total visitation of 232,133, providing a confidence level of 95 per cent.

Effectiveness indicator	2022–23 Actual	2023–24 Actual	2024–25 Actual	2025–26 Target	2025–26 Actual
Percentage of visitors to Fremantle Prison satisfied with the services provided by the Department	95.9%	95.7%	96.9%	94%	96.8%

Effectiveness indicator

Percentage of *Aboriginal Heritage Act 1972* section 18 notices submitted to the Minister for Aboriginal Affairs within the statutory timeframe

The wording of this indicator was modified from last year's 'Percentage of statutory approvals delivered to the Minister within statutory timeframes' to provide clarity of the specific legislative reference that the indicator measures.

The Department administers Western Australia's Aboriginal heritage system under the *Aboriginal Heritage Act 1972* (AHA), which protects places and objects of significance to Aboriginal people because of their cultural connections.

On behalf of the community, the Aboriginal Cultural Heritage Committee (ACHC) evaluates the significance of Aboriginal places and objects.

The Department supports the ACHC by:

- evaluating and recording traditional cultural knowledge relating to places and objects
- processing and assessing statutory applications, including the registration of sites and objects
- processing applications to excavate Aboriginal sites and applications seeking consent for activities that may impact Aboriginal sites.

An effective heritage management system depends on the timely assessment of statutory applications under the AHA. Under section 18 of the AHA, land users may apply to the Minister for Aboriginal Affairs for consent to use land where activities may impact an Aboriginal site. The Department assesses each notice, prepares information for consideration by the ACHC, and supports the Committee to provide its recommendation to the Minister within the statutory timeframes prescribed by the Aboriginal Heritage Regulations 1974.

During 2025–26, all 48 section 18 notices received were processed and submitted to the Minister within the statutory timeframe.

Effectiveness indicator	2024–25 Actual	2025–26 Target	2025–26 Actual
Percentage of *Aboriginal Heritage Act 1972* section 18 notices submitted to the Minister for Aboriginal Affairs within the statutory timeframe	98.4%	98%	100%

Service 1 – Planning services

Efficiency indicator

Average cost of managing Development Assessment Panel applications

Development Assessment Panels (DAP) are a key component of Western Australia's planning system. This indicator measures the Department's efficiency in administering the DAP process.

This indicator measures the total cost of administering DAP applications relative to the number of applications determined during the reporting period.

The total cost of service includes direct operating costs and a proportional allocation of corporate overheads. The average cost is calculated by dividing the total cost of services by the total number of DAP applications determined during the year.

Efficiency indicator	2024–25 Actual	2025–26 Target	2025–26 Actual
Average cost of managing Development Assessment Panel applications	$12,600	$14,805	$14,746

Explanation for significant variance

The variance between the 2024–25 actual to 2025–26 actual is predominantly due to a reduction in DAP applications received in 2025–26.

This is a new KPI in 2025–26. The 2024–25 actual has been backcast for comparative purposes.

Service 2 –
Land administration services

Efficiency indicator

Average cost per hectare to administer Crown land and Aboriginal Lands Trust estate

The Department is responsible for ensuring Crown land and Aboriginal Lands Trust (ALT) estate land is managed effectively and utilised to its highest and best value. This includes ensuring lease compliance and undertaking rent reviews in accordance with lease conditions.

This indicator measures the total cost of administering Crown land and Aboriginal land services across the following land tenure categories:

- Conservation estate
- Reserves and leases held by the ALT
- Reserves and leases held by the AAPA
- Pastoral leases
- Other leases from Crown land
- Managed reserves
- Unmanaged reserves
- Unallocated Crown land
- Miscellaneous Crown land
- Land held in freehold by the ALT
- Land held in freehold by the AAPA

The total cost of service includes corporate overheads, policy development and advice, business process development, administration and service delivery.

The unit measurement of this indicator was modified from square kilometre to hectare this year. The comparative figures have been revised accordingly for comparison purposes.

Efficiency indicator	2022–23 Actual	2023–24 Actual	2024–25 Actual	2025–26 Target	2025–26 Actual
Average cost per hectare to administer Crown land and Aboriginal Lands Trust estate	$0.26	$0.28	$0.24	$0.33	$0.25

Explanation for significant variance

The variance between the 2025–26 actual to the 2025–26 target is due to delays in the awarding of contracts for planned project works, resulting in an underspend.

Service 3 –
Historical heritage services

Efficiency indicator

Average cost of historical heritage services

This indicator measures the cost of services provided by the Department to support the HCWA in protecting, conserving and promoting the state's historic heritage.

Services include:

- secretarial and governance support for the HCWA
- delivery of heritage, awards, events and stakeholder engagement activities
- administration of the HCWA's grant programs
- a proportion of costs associated with:
  - management of the State Register of Heritage Places
  - preliminary heritage reviews
  - heritage place assessments and registration
  - non-statutory planning and development advice
  - administration of heritage agreements
  - protection, repair and modification orders.

The total cost of service excludes:

- statutory heritage advice measured through HCWA's efficiency indicator
- Fremantle Prison operations
- remuneration and board expenses for HCWA members
- services delivered under the AHA.

The total cost of service includes corporate overheads, policy development and advice, business process development, administration and the delivery of major projects.

Efficiency indicator	2024–25 Actual	2025–26 Target	2025–26 Actual
Average cost of historical heritage services	$6,942	$4,788	$4,476

Explanation for significant variance

In 2025–26, there was a lower-than-expected demand for heritage services. The average cost per service is lower in 2025–26 due to the total cost of service decreasing at a higher rate (15 per cent against target) than the number of services (which reduced by 10 per cent against target). The Department reviewed and adjusted the allocation of overhead costs this year which resulted in reduced overhead costs attributed to these services.

This is a modified KPI being reported for the first time in 2025–26. The included services differ from prior years, with the primary difference being the exclusion of statutory heritage advice. Due to the modifications, only the backcast 2024–25 actual is presented for comparative purposes.

Efficiency indicator

Average cost per visitor to Fremantle Prison

This indicator measures the average cost of operating Fremantle Prison relative to the number of paid visits during the operating period.

The total cost of services includes both direct and indirect operating costs, including a proportional allocation of corporate overheads.

Efficiency indicator	2022–23 Actual	2023–24 Actual	2024–25 Actual	2025–26 Target	2025–26 Actual
Average cost per visitor to Fremantle Prison	$61.79	$67.34	$81.08	$66.33	$62.75

Explanation for significant variance

The 2025–26 actual was lower than the 2025–26 target due to higher-than-anticipated visitation. Visitor numbers for the reporting period exceeded the target by 11,888 visitors, thereby reducing the average cost per visitor.

The 2025–26 actual was lower than the previous reporting period due to increased visitation – an additional 21,459 visitors than 2024–25. It also reflects the revised number of full-time equivalent (FTE) staff for Fremantle Prison used to allocate corporate overhead expenses.

Service 4 – Aboriginal heritage management

Efficiency indicator

Average cost of Aboriginal heritage management services

The Department administers the AHA and delivers a range of statutory and heritage management services to support the protection of Aboriginal cultural heritage across Western Australia.

Services measured under this indicator include:

- assessment of statutory applications under sections 16 and 18 of the AHA and regulations 7 and 10 of the Aboriginal Heritage Regulations 1974
- site assessments and site audits
- provision of Aboriginal heritage advice
- repatriation of Aboriginal objects and ancestral remains
- stakeholder engagement
- administration of grant programs, including the Native Title Party Capacity Building Program.

This indicator measures the cost of delivering Aboriginal heritage services, including:

- support for the ACHC
- provision of Aboriginal heritage advice
- assessment and processing of statutory applications
- administration of the Register of Places and Objects.

The total cost of service includes corporate overheads, policy development and advice, business process development, administration and the delivery of major projects. It excludes services delivered under the *Heritage Act 2018*.

Efficiency indicator	2022–23 Actual	2023–24 Actual	2024–25 Actual	2025–26 Target	2025–26 Actual
Average cost of Aboriginal heritage management services	$3,635	$3,304	$3,219	$6,531	$3,130

Explanation for significant variance

The average cost per service for Aboriginal heritage services in 2025–26 was lower than the target due to high service delivery volumes. Targets for 2025–26 were set during a period of significant legislative change for Aboriginal heritage and funding was temporarily increased to support the legislative reform processes. Aboriginal heritage management services have stabilised in 2025–26 with demand for services remaining strong, particularly for general Aboriginal heritage enquiries and regulatory and statutory applications. Aboriginal Heritage Survey Program expenditure was also lower than expected, reflecting the capacity and dependencies for all stakeholders involved, reducing total service costs and contributing to the variance.

Other statutory information



"The Department's highest priority is the health, safety and wellbeing of its employees, contractors and all people working across its operations in Western Australia.

We remain committed to strengthening our safety culture and building organisational capability to foster workplaces where people feel safe, valued and empowered to raise concerns."

Government policy requirements

Occupational safety, health and injury management

During 2025–26, the Department continued to strengthen its Work Health and Safety (WHS) framework, through the review and update of policies and procedures to align with legislative requirements and contemporary best practice.

The Department's online WHS management system, Donesafe, remained central to incident reporting and risk management across the organisation, including field-based operations. The system enables timely reporting of incidents, immediate notification to key stakeholders, prompt investigation and response, and improved oversight of WHS risks by the Corporate Executive.

Governance arrangements were strengthened through a review of the Safety, Health and Wellness Committee Terms of Reference. Efforts were also made to increase engagement with the Committee, particularly from regional offices and higher-risk operational sites, including Fremantle Prison and Whiteman Park.

The WHS team continued regular visits to regional and operational sites to undertake inspections, engage directly with employees and support the identification, escalation and management of workplace risks.

The Department also continued to provide core WHS services, including ergonomic assessments, fitness-for-work assessments, workers' compensation and injury management. These services support early intervention, effective return-to-work outcomes and a safe and healthy workplace.

National Work Safe Month

During National Work Safe Month in October 2025, the Department promoted workplace health, safety and wellbeing through a range of initiatives, including the launch of a new Employee Assistance Program mobile application. The application provides staff with convenient access to evidence-based wellbeing resources, articles, and practical health and lifestyle tools.

Regional WHS efforts

Site visits to regional offices, including Broome and Albany, strengthened engagement with field-based employees and improved understanding of local operational risks.

The visits resulted in targeted improvements to vehicle suitability and office accommodation, including supporting a successful business case to relocate the Broome office to more suitable premises.

Family and domestic violence

The Department continued its participation in the Family and Domestic Violence Interagency Reference Group, coordinated by the Department of Communities. The forum enables agencies to share best-practice approaches for responding to family and domestic violence in the workplace and supports consistent responses aligned with industrial agreements, policies and procedures.

During the reporting period, the Department also transitioned to a new Employee Assistance Program provider, offering staff access to qualified psychologists with expertise in supporting people experiencing family and domestic violence.

WHS reporting for 2025–26

Measures	Results			Targets	Comments
	Base year 2023–24	Prior year 2024–25	Current year 2025–26		
Number of fatalities	0	0	0	Zero fatalities	Target achieved
Incidence of work-related injury or illness	5.06%	8.99%	6.64%	Reduce by 2% per year and 15% by 2033 compared with 2023	Target achieved
Incidence rate of serious claims with one or more weeks' lost time	0	0.90%	0%	Reduce by 2.5% per year and 20% by 2033 compared with 2023	Target achieved
Incidence rate of claims resulting in permanent impairment	1.01%	0.90%	0%	Reduce by 2% per year and 15% by 2033 compared with 2023	Target achieved
Incidence rate of work-related respiratory disease	0	0	0	Reduce by 2.5% per year and 20% by 2033 compared with 2023	Target achieved
Managers and supervisors trained in WHS relevant to risk profile	80%	85%	81%	Greater than or equal to 80% of cohort trained within past two (2) years	Target exceeded
Managers and supervisors trained in injury management	80%	85%	81%	Greater than or equal to 80% of cohort trained within past two (2) years	Target exceeded
Percentage of workers returned to work on full duties and hours within 13 weeks	100%	75%	100%	No target set	
Percentage of workers returned to work on full duties and hours within 26 weeks	100%	100%	100%	Greater than or equal to 70% returned to work within 26 weeks	Target achieved
Agency has a WHS management system that has been independently assessed in past five years			Yes	The WHS management system was assessed in 2021–22 and 2023–24	Target achieved
Total number of health and safety representatives	9	9	10	No official targets set – new reporting for 2025–26	
Number of health and safety representatives who have attended HSR training	100%	100%	100%		
Number of health and safety representatives shown as a percentage of workers	0.89%	0.83%	0.82%		
Number of health and safety representatives shown as a ratio to the number of workplaces occupied by the agency	9:12	9:12	10:13		
Name(s) of health and safety committees and sub-committees	The Department's primary consultative forum is the Safety, Health and Wellness Committee. In addition, local consultative sub-committees operate at Fremantle Prison and Whiteman Park to support the effective management of WHS matters and facilitate local consultation with workers.				

Project manager safety guidelines

Recognising the Department's extensive engagement with contractors to deliver projects, including high-risk works, new contractor safety guidelines were developed to assist project managers. The guidelines support assessment of critical safety documentation, outline key elements of effective site inductions and identify recommended safety documentation during procurement.

Asbestos management

The Department, given its statewide responsibilities for land and asset management, continues to work towards the coordinated implementation of Asbestos National Strategic Plan Phase Three 2024–30, through its membership of the State's Across Agency Asbestos Group.

Work is progressing on investigating priority initiatives such as asset data enrichment, development of a management plan, and register for suspected and known built form assets comprising 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 undertook ACM removal from two buildings located on Crown land and completed the demolition of ten buildings containing ACM. Surficial ACM was also removed and disposed of from a further 14 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 15 Crown land sites to the Department of Water and Environmental Regulation.

The Department also commissioned a total of 21 environmental investigation contracts in 2025–26, 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.

Audit and risk management

The Audit and Risk Committee is a key component of the Department's governance framework, providing oversight of governance, risk management, compliance and internal control across the Department, the WAPC, HCWA and the AAPA.

The Committee operates under its approved Terms of Reference in accordance with Treasurer's Instruction 10 and contemporary audit committee practice.

The Committee's key focus included monitoring implementation of long-standing audit recommendations and overseeing key initiatives relating to risk management, corporate governance and planning reform.

Recordkeeping plans

The Department continued to implement its Recordkeeping Plan to support good governance, accountability and effective information management across the agency, the WAPC, HCWA and the AAPA.

A key initiative during 2025–26 was the implementation of a new information management structure to ensure the Department has the skilled and knowledgeable workforce required to support continuous improvement in recordkeeping practices.

A review of the Department's electronic document and records management system (EDRMS) also identified opportunities to strengthen in-house training and improve compliance. In response, new online and face-to-face training courses were introduced. Enrolments in the EDRMS e-learning course increased fourfold in the six months following the structural review – 39 staff attended facilitated training sessions after their introduction in January 2026.

Recordkeeping training is now embedded in the Departments ICT induction and its Management Foundations program. Mandatory records awareness training was also updated to include information sensitivity labels, with 84 per cent of employees completing the course during the reporting period.

The EDRMS review also initiated a system upgrade, scheduled for completion in 2026–27. Following implementation, training programs and supporting guidance materials will be further refined. Together, these initiatives continue to strengthen information management capability across the Department.

The Department remains committed to continuous improvement in recordkeeping by enhancing systems, practices, training and support, ensuring information is managed effectively to support sound decision-making, compliance and organisational accountability.

Agency Capability Review

The Department was one of the first eight agencies to participate in the Public Sector Commission's Agency Capability Review program, which supports continuous improvement through a whole-of-sector assessment framework based on the characteristics of high-performing public sector organisations.

The Department received its review report in January 2023. The review identified a number of organisational strengths, including a positive and supportive workplace culture and a demonstrated ability to manage organisational change. These strengths provide a strong foundation for ongoing reform and continuous improvement.

The review also identified opportunities to strengthen capability in leadership, workforce planning, strategic coordination, customer service and delivery of the Department's legislative responsibilities.

Many of these opportunities aligned with priorities already identified internally by the Department and have informed an ongoing program of organisational improvement.

During 2025–26, significant progress was made across a range of initiatives.

Climate risk and resilience

The Department completed its First Pass Climate Risk Assessment, establishing priority climate risks, governance arrangements and the foundation for development of a Climate Adaptation Plan and Climate Action Policy Statement.

Financial management of State land

The Department resolved long-standing issues relating to the financial management of State land through strengthened controls and reporting arrangements. As a result, relevant audit qualifications were removed during the most recent financial statement audit.

People and Culture operating model

Implementation of the new People and Culture operating model continued following the introduction of a revised organisational structure in February 2026. Further work is underway to embed supporting business processes and improve service delivery.

Customer-focused services

Customer service improvements continued through implementation of the Department's Engagement Framework and development of a Customer Experience Strategy and Charter. Enhancements to contact centre capability, systems and reporting have improved service consistency, responsiveness and oversight.

Structural alignment

To support the introduction of the Deputy Directors General, the Department undertook an organisational alignment effective July 2026. This alignment will strengthen collaboration across our functions and support future service delivery.

Data and system improvements

The Department continued to enhance its data and spatial capabilities through completion of a major software upgrade and ongoing collaboration with the Department of Water and Environmental Regulation to apply machine learning to native vegetation mapping.

Further improvements to planning data quality are being progressed through the Spatial WA program, with implementation scheduled for 2027.

The Department remains committed to building on its organisational strengths while addressing identified capability gaps. These initiatives will enhance the Department's ability to respond to changing community expectations, deliver Government priorities and provide efficient, contemporary services for Western Australians.

Governance disclosures

Ministerial directions

No Ministerial directions were received during the reporting period.

Act of Grace payments

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

Breach of code claims

During 2025–26, there were 17 substantiated breaches of the Department's Code of Conduct. These resulted in a range of outcomes, including performance improvement actions, formal reprimands, transfers, training and termination of employment. The Department continued to strengthen awareness initiatives and governance frameworks to reduce future risk and promote ethical workplace behaviour across the organisation.

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 2025–26, there were 18 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	20
Aggregate amount of personal use expenditure for the reporting period	$1,752.14
Aggregate amount of personal use expenditure settled by a due date	$580.81
Aggregate amount of personal use expenditure settled after the due date	$344.02
Aggregate amount of personal use expenditure remaining unpaid at the end of the reporting period	$827.31
Number of referrals for disciplinary action instigated by the notifiable authority during the reporting period.	Nil

Upholding integrity and ethical standards

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

During 2025–26, all employees completed online refresher training in Accountable and Ethical Decision-Making (AEDM) and the Code of Conduct. Nine face-to-face AEDM sessions were delivered to 178 new employees, focusing on the code of conduct, conflict of interest and ethical behaviour through contemporary case studies.

A monthly Integrity Share was presented to each Corporate Executive, providing a discussion topic on integrity-related matters or incidents. 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 Management Foundations training course was refined, supporting new and emerging managers on legislative, industrial and financial responsibilities and the Accountable Authority Framework.

The Department undertook the Public Sector Commission's Integrity Framework Maturity Self Assessment Tool with findings incorporated into an Integrity Action Plan.

Breach of standard claims

During the reporting year, the Department managed two breach of standard claims relating to recruitment. One matter was resolved internally, while one was referred to the Public Sector Commission and was dismissed.

Public Interest Disclosures

Three Public Interest Disclosures were received during the reporting period. The Department is increasing the number of Public Interest Disclosure Officers to strengthen capability and ensure appropriate support for the disclosure process.

Number of employees

Staff profile	2026	2025
Full time equivalent (FTE)	1,128	1,073
Headcount – Full-time permanent	807	757
Headcount – Full-time fixed term	109	115
Headcount – Part-time permanent	246	235
Headcount – Part-time fixed term	44	42
Employees seconded out	25	20
Employees seconded in	17	16

Other financial disclosures

Major Capital projects

Project	Expected year of completion	Remaining cost to complete as at 30 June 2026 (estimated)	Total cost of project (estimated)
		$'000	
ICT Infrastructure	2029–30	1,841	27,517
ICT Asset Replacement	2029–30	5,708	27,482
Accommodation Refurbishment and Sustainability Initiatives	2029–30	2,313	8,337
Fremantle Prison Restoration [(a)]	2027–28	7,931	14,422
Planning Online Program [(b)]	2026–27	2,397	19,679
Mira Mar Landslide	2026–27	2,622	9,900

* ACHKnowledge Phase 3 and Mandurah Seawall Remediation were completed in 2025–26.

Note:

[(a)] Estimated total cost of project increased (2024–25: $11.422 million) due to additional funding approved in the 2026–27 Budget to address the deterioration of the buildings and issues related to health and safety at the site.

[(b)] Estimated total cost of project increased (2024–25: $16.979 million) due to additional funding approved at the 2026–27 Budget to complete the program in 2026–27.

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 and Finance.

Advertising, market research, polling and direct mail expenditure

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 2025–26 was $587,435, with most advertising related to statutory requirements to support public consultation, venue and event promotions, recruitment, and sale and leasing opportunities.

Expenditure	Amount
Advertising agencies	
• Brand Agency	$10,680
• Lab 385	$7,210
• Wanderlust Communications	$43,281
Market research organisations	Nil
Polling organisations	Nil
Direct mail organisations	Nil
Media advertising organisations	
• Facebook	$13,569
• Initiative	$506,563
• Linkedin	$4,808
• Western Australian News	$1,324
Grand total	**$587,435**

Expenditure on consultants

This section details expenditure on consultants engaged to provide strategic advice to the Department.

During 2025–26, the Department engaged nine consultants where the total cost of the consultancy contract was greater than $50,000. The Department also had 21 engagements less than $50,000, with an actual cost of $475,866 (incl. GST).

Consultant	Project	Actual Cost (Incl GST)
Johnstaff Projects (WA) Pty Ltd	Commercial Advisory Services for West Ellenbrook MLP	$72,074
SGS Economics and Planning	Metronet Station Precinct Analysis	$56,315
Activate Perth	Exploratory Program for Business Improvement District Perth CBD	$50,000
Hames Sharley (WA) Pty Ltd	Residential Design Codes Volume 1 - Site Area Review Project	*$42,257
Hames Sharley (WA) Pty Ltd	Residential Design Codes Volume 2 - Review of Settings for Select Density Codes	$91,476
Pracsys Management Systems	Urban Greening Demand Forecasting	*$32,423
Tempo Advisory	Independent Chair Services for the Priority Corridor Working Group	$148,225
WSP Australia Pty Ltd	Swan Districts Hospital Hazardous Materials Building Condition Assessment	$53,229
Flyt Pty Ltd	Station Precinct Project - Transport Support	*$24,887

*Note – the table above shows the expenditure during 2025–26 only.

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 significance of Aboriginal cultural heritage places and objects and makes recommendations to the Minister for Aboriginal Affairs. It also provides advice to the Minister on other Aboriginal cultural heritage matters.

The Committee operates in accordance with its Charter and the responsibilities set out in the AHA. It meets twice a month, except in December when one meeting is held. During 2025–26, the Committee held 17 meetings.

Position	Name	Type of remuneration	Period of membership	Base salary/ sitting fees	Gross/actual remuneration for financial year
Co-Chair	Irene Stainton AO	Per annum	12 months	$31,750	$35,446
Co-Chair	Wayne Davis	Per annum	12 months	$31,750	$34,492
Member	Debbie Fletcher	Per annum	12 months	$17,462	$19,495
Member	Graham Castledine	Per annum	12 months	$17,462	$19,495
Member	Phillip Czerwinski	Per annum	12 months	$17,462	$19,495
Member	Deanne Fitzgerald	N/A	12 months	N/A	-
Member	Jonathon Griffin	N/A	12 months	N/A	-
Member	Aaron Matthews	N/A	12 months	N/A	-
Member	Denzyl Moncrieff	Per annum	12 months	$17,462	$12,147
Member	Susan Murphy	Per annum	12 months	$17,462	$18,970

Notes

- Members are entitled to an additional sitting fee of $459 per meeting if they act as the Chair and $571.50 per meeting over 4hrs | $371.50 per meeting less than 4hrs.
- Gross remuneration includes base pay or sitting fees and superannuation contributions. It excludes expense reimbursements, travel allowance and training costs.
- Deanne Fitzgerald, Jonathon Griffin and Aaron Matthews are Public Sector Employees and are therefore ineligible for sitting fees under Premier's Circular 2025/15.
- Denzyl Moncrieff was a Public Sector Employee until 4 November 2025 and was therefore ineligible for sitting fees under Premier's Circular 2025/15 during that period.

Audit and Risk Committee

The Audit and Risk Committee met five times during 2025–26. Key focus areas included monitoring implementation of long-standing audit recommendations and overseeing key initiatives relating to risk management, corporate governance and planning reform.

The Financial Statement Subcommittee also met regularly to support continuous improvement in financial governance and reporting. Remuneration paid to Committee members between 1 July 2025 and 30 June 2026 is detailed opposite.

Position	Name	Type of remuneration	Period of membership	Base salary/ sitting fees	Gross/actual remuneration for financial year
Independent Chair	Rob McDonald	Hourly	12 months	$370 / hour (GST exempt)	$20,326.00
HCWA Representative	Catherine Lezer (until December)	Nil	6 months	N/A	-
HCWA Representative	Graeme Gammie (from January)	Nil	6 months	N/A	-
WAPC Representative	Sam Edmonds	Nil	12 months	N/A	-
Independent Member	Robyn Lamont	Nil	12 months	N/A	-
DPLH Representative	Santa Cardenia (until May)	Nil	11 months	N/A	-
DPLH Representative	Kristian Dawson (from June)	Nil	1 month	N/A	-

Board of Valuers

The Board of Valuers provides valuations of properties, reserved in planning schemes, where a landowner wishes to sell the property on the open market at a reduced value and claim compensation for injurious affection from the responsible authority, being either the WAPC or the relevant local government.

The Board operates independently, with administrative support provided by the Department. It meets only when an eligible landowner lodges a Notice of Intention to Sell with the WAPC and requests a valuation under the *Planning and Development Act 2005*.

Position	Name	Type of remuneration	Period of membership	Base salary/ sitting fees	Gross/actual remuneration for financial year
Chairperson	Andrea Constable	Per meeting	11 months	$563 per full day $366 per half day	$820
Member	Kate Bingham	Per meeting	12 months	$366 per full day $238 per half day	$267
Member	Rowan Hemsley	Per meeting	11 months	$563 per full day $366 per half day	$533
Member	Kirsty Anne Lane	Per meeting	11 months	$563 per full day $366 per half day	$533

Note

– Gross remuneration includes base pay or sitting fees and superannuation contributions. It excludes expense reimbursements, travel allowance and training costs.

Development Assessment Panels

DAPs are independent decision-making bodies established to determine eligible development applications through a process that is consistent, accountable and informed by specialist planning expertise.

Gross remuneration includes sitting fees paid for meetings, training fees and superannuation, in accordance with 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, paid fortnightly.

2025–26 DAP membership and remuneration

Position	Name	Period of membership	Base salary/ sitting fees	Gross/actual remuneration for financial year
Regular Specialist DAP Member	Clayton Higham	12 months	$216,285 plus super	$241,465
Regular Specialist DAP Member	Karen Hyde	12 months	$216,285 plus super	$241,465
Regular Specialist DAP Member	Eugene (Gene) Koltasz	12 months	$216,285 plus super	$241,465
Regular Specialist DAP Member	Francesca Lefante	12 months	$216,285 plus super	$241,465
Regular Specialist DAP Member	Dale Lorraine Page	12 months	$216,285 plus super	$241,465

Note

– Gross remuneration includes base pay or sitting fees and superannuation contributions. It excludes expense reimbursements, travel allowance and training costs.

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 State Administrative Tribunal 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

Sessional Specialist DAP Members and Local Government DAP Members

Position	Name	Period of membership	Gross/actual remuneration for financial year
Sessional Specialist DAP Member	John (Tony) Arias	12 months	$12,947
Sessional Specialist DAP Member	Agata Cabanek	12 months	$5,826
Sessional Specialist DAP Member	Luigi D'Alessandro	12 months	$7,121
Sessional Specialist DAP Member	Heidi Herget	12 months	$11,005
Sessional Specialist DAP Member	Andrew Howe	12 months	$9,644
Sessional Specialist DAP Member	Robert Karelse	12 months	$2,589
Sessional Specialist DAP Member	Peter Lee	12 months	$5,179
Sessional Specialist DAP Member	Michael Mouritz	12 months	$2,589
Sessional Specialist DAP Member	Neema Premji	12 months	$8,416
Sessional Specialist DAP Member	John Syme	12 months	$14,889
Local Government DAP Member	Cr David Acker	5 months	$1,000
Local Government DAP Member	Cr Aaron Adams	7 months	$952
Local Government DAP Member	Cr Ben Andrew	3.5 months	$476

Position	Name	Period of membership	Gross/actual remuneration for financial year
Local Government DAP Member	Cr Caren Baayens	3.5 months	$1,540
Local Government DAP Member	Cr Karen Beale	3.5 months	$476
Local Government DAP Member	Cr Andrew Baird	12 months	$476
Local Government DAP Member	President Linda Balcombe	12 months	$952
Local Government DAP Member	President Leigh Ballard	12 months	$952
Local Government DAP Member	Cr Glynis Barber	12 months	$1,476
Local Government DAP Member	Cr Catherine Barlow	12 months	$2,380
Local Government DAP Member	Cr Lisa Bell	5 months	$524
Local Government DAP Member	Cr Cale Black	5 months	$48
Local Government DAP Member	Cr Gregory Boland	12 months	$476
Local Government DAP Member	Cr Blane Brackenridge	1 month	$476
Local Government DAP Member	Cr Graham Broad	12 months	$952
Local Government DAP Member	Cr Julie Broad	5 months	$48

Position	Name	Period of membership	Gross/actual remuneration for financial year
Local Government DAP Member	Cr Ryan Brown	12 months	$476
Local Government DAP Member	Cr Todd Brown	7 months	$1,428
Local Government DAP Member	Mayor Lorna Buchan	12 months	$1,764
Local Government DAP Member	Cr Ryan Burns	12 months	$524
Local Government DAP Member	Commissioner David Caddy	9 months	$1,764
Local Government DAP Member	Cr Jennifer Catalano	7 months	$2,380
Local Government DAP Member	Cr Melvyn Congerton	5 months	$2,604
Local Government DAP Member	Cr Christopher Connaughton	12 months	$476
Local Government DAP Member	Cr Sarah Corbyn	12 months	$588
Local Government DAP Member	Cr Katherine Cox	12 months	$1,904
Local Government DAP Member	Cr Sonet Coetzee	12 months	$2,856
Local Government DAP Member	Cr Sky Croeser	12 months	$476
Local Government DAP Member	President Michelle Campbell	12 months	$476
Local Government DAP Member	President Robert Coales	12 months	$1,904

Position	Name	Period of membership	Gross/actual remuneration for financial year
Local Government DAP Member	Cr Rebecca Coghlan	1 month	$476
Local Government DAP Member	Cr Glenn Cridland	3.5 months	$1,965
Local Government DAP Member	Cr Shaynon Dean	5 months	$524
Local Government DAP Member	Cr Kirsty Dellar	12 months	$887
Local Government DAP Member	Cr Kristy Devereux	12 months	$476
Local Government DAP Member	Cr Rajwant Doshi	12 months	$3,808
Local Government DAP Member	Cr Michael Dudek	12 months	$1,904
Local Government DAP Member	Cr Luke Ellery	12 months	$476
Local Government DAP Member	Cr Joshua Eveson	3.5 months	$588
Local Government DAP Member	Cr Shenjeet Gill-Sekhon	12 months	$1,428
Local Government DAP Member	Cr David Goode	3.5 months	$2,968
Local Government DAP Member	Cr Scott Green	12 months	$112
Local Government DAP Member	Mayor Patrick Hall	12 months	$3,808
Local Government DAP Member	Commissioner Catherine Hart	9 months	$1,400

Position	Name	Period of membership	Gross/actual remuneration for financial year
Local Government DAP Member	Cr Rodney Henderson	12 months	$7,087
Local Government DAP Member	Cr Adrian Hill	12 months	$2,016
Local Government DAP Member	Cr Desmond Hughes	12 months	$952
Local Government DAP Member	Cr Jacqueline Huntley	12 months	$4,760
Local Government DAP Member	President Merle Isbister	12 months	$476
Local Government DAP Member	Cr Guisseppe Italiano	12 months	$476
Local Government DAP Member	President Julia Jean-Rice	5 months	$952
Local Government DAP Member	Cr Dawn Jecks	7 months	$1,015
Local Government DAP Member	Cr Wayne Johnson	12 months	$588
Local Government DAP Member	Cr Mark Jones	12 months	$2,828
Local Government DAP Member	Cr Nigel Jones	7 months	$476
Local Government DAP Member	Cr Russell Jones	12 months	$476
Local Government DAP Member	Cr Jarrod Kennedy	12 months	$476
Local Government DAP Member	Cr Stuart Kirkham	12 months	$448

Position	Name	Period of membership	Gross/actual remuneration for financial year
Local Government DAP Member	Mayor Caroline Knight	12 months	$476
Local Government DAP Member	Cr David Knight	7 months	$476
Local Government DAP Member	Cr Cheryl Kozisek	12 months	$952
Local Government DAP Member	Cr Benjamin Kunze	12 months	$5,236
Local Government DAP Member	Cr Natalie Latter	7 months	$476
Local Government DAP Member	Cr Kathryn Lees	5 months	$2,064
Local Government DAP Member	Cr Zhi Lim	7 months	$1,815
Local Government DAP Member	Cr Nicholas Lonie	5 months	$112
Local Government DAP Member	Mayor Terresa Lynes	5 months	$48
Local Government DAP Member	Mayor Gary Mack	12 months	$1,904
Local Government DAP Member	Cr Philip Marks	12 months	$1,904
Local Government DAP Member	Cr Catherine Main	7 months	$476
Local Government DAP Member	Cr Benjamin Mayes	12 months	$1,428
Local Government DAP Member	Cr John McLarty	12 months	$1,428

Position	Name	Period of membership	Gross/actual remuneration for financial year
Local Government DAP Member	Cr Peter McCleery	12 months	$1,904
Local Government DAP Member	Cr Prapti Mehta	12 months	$1,428
Local Government DAP Member	Cr Kerryn Mickle	12 months	$48
Local Government DAP Member	Cr Ian Miffling	12 months	$476
Local Government DAP Member	Cr Suzanne Migdale	12 months	$1,428
Local Government DAP Member	Cr Daniel Minson	7 months	$1,064
Local Government DAP Member	Cr Craig Mitchell	5 months	$524
Local Government DAP Member	Cr Gary Mounsey	5 months	$952
Local Government DAP Member	Cr Penelope O'Connor	12 months	$476
Local Government DAP Member	Cr Brooke O'Donnell	12 months	$48
Local Government DAP Member	Cr Adam Pacan	5 months	$476
Local Government DAP Member	Cr Robert Paparde	12 months	$1,476
Local Government DAP Member	Cr Christopher Patton	5 months	$476
Local Government DAP Member	Cr Karlo Perkov	5 months	$24

Position	Name	Period of membership	Gross/actual remuneration for financial year
Local Government DAP Member	Cr Ivy Penny	12 months	$952
Local Government DAP Member	Cr Shanavas Peter	12 months	$112
Local Government DAP Member	Mayor Filomena Piffaretti	7 months	$112
Local Government DAP Member	Cr Rebecca Pizzey	12 months	$1,540
Local Government DAP Member	Cr Naomi Purcell	3.5 months	$112
Local Government DAP Member	Cr Angela Rogers	12 months	$1,428
Local Government DAP Member	Cr Peter Rogers	7 months	$952
Local Government DAP Member	Lord Mayor Bruce Reynolds	7 months	$952
Local Government DAP Member	Cr Kathleen Ritchie	12 months	$3,332
Local Government DAP Member	Mayor Robert Rossi	12 months	$1,928
Local Government DAP Member	Cr Matthew Rowse	12 months	$2,880
Local Government DAP Member	Cr Anne Ryan	7 months	$2,380
Local Government DAP Member	Mayor Daniel Scott	12 months	$476
Local Government DAP Member	Cr Michael Separovich	3.5 months	$476

Position	Name	Period of membership	Gross/actual remuneration for financial year
Local Government DAP Member	Cr Deborah Sessions	5 months	$48
Local Government DAP Member	Commissioner Jessica Shaw	9 months	$1,400
Local Government DAP Member	Cr Phillip Slaughter	5 months	$524
Local Government DAP Member	Cr Bronwyn Smith	12 months	$3,957
Local Government DAP Member	Cr Chontelle Stone	5 months	$425
Local Government DAP Member	Cr Andrew Sullivan	12 months	$2,968
Local Government DAP Member	Cr Michelle Sutherland	5 months	$476
Local Government DAP Member	Mayor Margaret Thomas	12 months	$3,332
Local Government DAP Member	Cr Matthew Thorburn	5 months	$524
Local Government DAP Member	Cr Ingrid van Dorssen	12 months	$2,128
Local Government DAP Member	Cr Martin Voyez	5 months	$476
Local Government DAP Member	Cr Ashley Wallace	12 months	$476
Local Government DAP Member	Cr John Walmsley	12 months	$112
Local Government DAP Member	Cr Bronwyn Waugh	12 months	$4,508

Position	Name	Period of membership	Gross/actual remuneration for financial year
Local Government DAP Member	Cr Thomas Widenbar	12 months	$1,904
Local Government DAP Member	Cr Caroline Wielinga	12 months	$476
Local Government DAP Member	Cr Julie Williams	12 months	$952
Local Government DAP Member	Cr Serena Williamson	12 months	$1,428
Local Government DAP Member	Cr Jemima Williamson-Wong	12 months	$588
Local Government DAP Member	Cr Barry Winmar	7 months	$952
Local Government DAP Member	Cr Terrence Winner	12 months	$1,190
Local Government DAP Member	Cr Dwayne Wooltorton	12 months	$476
Local Government DAP Member	Cr Matthew Woodall	7 months	$1,876
Local Government DAP Member	Cr Suzanne Worner	5 months	$160
Local Government DAP Member	Commissioner Ronald Yuryevich	4.5 months	$1,400
Local Government DAP Member	Cr Cosimo Zannino	12 months	$2,516
Local Government DAP Member	Cr Neridah Zlatnik	3.5 months	$476

Pastoral Lands Board

The Pastoral Lands Board is a statutory authority established under section 94 of the *Land 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 and a regional visit during 2025-26

Position	Name	Type of remuneration	Period of membership	Base salary/ sitting fees	Gross/actual remuneration for financial year
Chairperson	Timothy Walter Shackleton	Per annum	12 months	$31,750 per annum	$35,446
Member (Pastoral Interest)	Leane (Alys) McKeogh	Sitting fee	12 months	$825 per full day $537 per half day	$8,874
Member (Pastoral Interest)	Wendy Brockhurst	Sitting fee	12 months	$825 per full day $537 per half day	$7,348
Member (Pastoral Interest)	Timothy Meecham	Sitting fee	12 months	$825 per full day $537 per half day	$7,356
Member (Conservation Interest)	Kim Eckert	Sitting fee	12 months	$825 per full day $537 per half day	$7,348
Member (Aboriginal Interest)	Eric (Lawford) Benning	Sitting fee	12 months	$825 per full day $537 per half day	$3,029
Director General, DPLH	Anthony Kannis	Nil (Ex-officio)	12 months	N/A	N/A
Proxy/appointee for DG, DPLH	Matt Darcey	Nil (Ex-officio)	12 months	N/A	N/A
Proxy/appointee for DG, DPLH	Joanne Lim	Nil (Ex-officio)	2 months	N/A	N/A
Director General, DPIRD	Heather Brayford	N/A	12 months	N/A	N/A
Proxy/appointee for DG, DPIRD	Cecilia McConnell	N/A	12 months	N/A	N/A

Notes

- Gross remuneration includes base pay or sitting fees and superannuation contributions. It excludes expense reimbursements, travel allowance and training costs.
- Anthony Kannis, Matt Darcey, Joanne Lim, Heather Brayford and Cecilia McConnell are Public Sector Employees and are therefore ineligible for sitting fees under Premier's Circular 2025/15.

Aboriginal Affairs Planning Authority

The *Aboriginal Affairs Planning Authority Act 1972* makes provision for the establishment of the following four statutory bodies for the purposes of providing consultative and other services to support the economic, social and cultural advancement of Aboriginal people in Western Australia:

- Aboriginal Affairs Planning Authority
- Aboriginal Affairs Coordinating Committee
- Aboriginal Advisory Council of Western Australia
- Aboriginal Lands Trust.

For more information including 2025–26 year in review, performance management and board remuneration please refer to the AAPA Annual Report 2025–26.

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 2025–26 highlights, performance management, and Council remuneration please refer to the HCWA Annual Report 2025–26.

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 2025–26 highlights, performance management, and remuneration please refer to the WAPC Annual Report 2025–26.

Appendix 1 – 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*
- *Church of England Diocesan Trustees and Lands Act 1918*
- *Church of England School Lands Act 1896*
- *City of Perth Endowment Lands Act 1920*
- *Community Titles Act 2018*
- *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*
- *Parliamentary Buildings Site Reserve Act 1965*
- *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)
- *Port Kennedy Development Act 2017*
- *Reserve (Concert Hall) Act 1972*
- *Reserve (Kwinana Freeway) Act 1975*
- *Reserve (Port Denison Suburban Lots 6 and 6A) Act 1980*
- *Reserve (Woodman Point-Jervoise Bay) Act 1979*
- *Reserves Act 2025*
- *Reserves Act and the Reserves and Road Closure Act Amendment Act 1978*
- *Reserves and Road Closure Act 1972*
- *Reserves and Road Closure Act 1977*
- *Reserves (Dampier to Bunbury Natural Gas Pipeline Corridor) Act 2003*
- *Reserves (Neerabup National Park) Act 2000*
- *Reserves (Tjuntjuntjara Community) Act 2018*
- *Reserves (Wanjarri Nature Reserve) Act 2012*
- *Road Closure Act 1969*
- *Roman Catholic New Norcia Church Property Act 1929*
- *Swan Valley Planning Act 2020*
- *The Parks and Reserves Act 1895*
- *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*
- *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*
- *State Development Act 2025*
- *Superannuation and Family Benefits Act 1938*
- *Transfer of Land Act 1893*
- *Valuation of Land Act 1978*.