



Department of **Planning,**
Lands and Heritage

Department of Planning, Lands and Heritage

Annual Report 2023–24



ACKNOWLEDGEMENT OF COUNTRY

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



Department of **Planning,
Lands and Heritage**

STATEMENT OF COMPLIANCE

Hon John Carey BA (Hons) MLA
Minister for Planning, 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 2024.

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
5 November 2024

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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 2024.

Disclaimer
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MESSAGE FROM THE DIRECTOR GENERAL

The Department is committed to delivering initiatives that will ensure the continued recognition, management, protection and preservation of Aboriginal heritage in Western Australia.

Kaya.

I am pleased to present the 2023-24 Annual Report for the Department of Planning, Lands and Heritage (the Department) reflecting on a year of both significant challenge and achievement across our portfolios.

During 2023-24, the Department played a key role in driving the State Government's planning and lands reform commitments to help streamline and accelerate the delivery of housing in Western Australia.

The *Planning and Development Amendment Act 2023* enabled our agency to deliver key planning reform priorities. These included reconfiguration of the Development Assessment Panels (DAP) system and changes to the Western Australian Planning Commission (WAPC).

We also established a permanent pathway for the assessment of significant developments by the WAPC, with a mandatory pre-lodgement and design review phase, engaging the services of the new State Referral Coordination Unit.

Amendments to the Residential Design Codes (R-Codes) have introduced new standards for single housing and grouped dwellings, supporting a

greater diversity of affordable housing choices and design innovation, while the new, user-friendly Planning Online portal and website improves access to simple information about Western Australia's planning processes and activities and provides for online lodgement and tracking of planning applications.

The Department is responsible for the administration of a number of grant schemes, including the State Government's \$80 million Infrastructure Development Fund (IDF), which has assisted with the upfront costs of connecting essential water, electricity and sewerage for 57 residential projects in metropolitan Perth since March 2023, supporting construction of up to 3,700 residential apartments and committing \$17.5 million to support key worker accommodation and community housing in Western Australia's regions.

Throughout the year, we continued to support the delivery of State Government priorities, providing specialist advice and services on major cross-agency projects, such as the Perth Convention and Exhibition Centre, redevelopment of the WACA Ground and other inner-city projects. The Department plays a key role in the delivery of new housing, including social and affordable housing, through the Housing Diversity Pipeline

and planning for sites adjacent to METRONET station precincts and transport corridors.

We also facilitated a Market-led Proposals (MLP) process that will see the construction of a world-class screen production facility in Malaga. The facility, known as Perth Film Studios, is set to establish Western Australia as a major creative centre for international and local film, television, and digital media production.

We continue to collaborate with native title holders and Aboriginal corporations on Indigenous Land Use Agreements (ILUAs) to strengthen outcomes for Aboriginal people. This year included the divestment and freehold transfer of eight hectares of Aboriginal Lands Trust (ALT) reserved land between Broome and Port Hedland for the benefit of the Nyangumarta people, and a 420-hectare portion of the Roebuck Plains Station to support business opportunities for the Yawuru people of the Kimberley region.

In August 2023, the State Government announced the repeal of the *Aboriginal Cultural Heritage Act 2021*.

I am extremely grateful to the many staff across the Department who dedicated themselves to support both the implementation and repeal

of the legislation and worked to ensure that the amended *Aboriginal Heritage Act 1972* was in place by 15 November 2023. The changes in Aboriginal heritage laws came with the appointment of the new Aboriginal Cultural Heritage Committee (ACHC) and we welcome the appointment of Hon Ken Wyatt AM JP and Irene Stainton AO as Co-Chairpersons.

The Department is committed to delivering initiatives that will ensure the continued recognition, management, protection and preservation of Aboriginal heritage in Western Australia.

In partnership with TAFE, we are developing an accredited training course to support Western Australian Aboriginal organisations in further upskilling their staff on the protection and management of Aboriginal heritage. We also commenced the Native Title Party Capacity Building Program, which recognises the increasing need for engagement by native title parties as well as their new statutory functions under the *Aboriginal Heritage Act 1972*. The program intends to strengthen expertise by supporting training and cultural heritage educational opportunities in relation to heritage management.

The Aboriginal Heritage Survey Program has been established to identify and record Aboriginal heritage areas across the State. Qualified heritage professionals, together with the Department, will work collaboratively with Aboriginal people to undertake surveys over the next 10 years.

Early in 2024, we welcomed the appointment of Emma Williamson to the role of Government Architect and Darren Foster as the new Chairperson of the Heritage Council of Western Australia (HCWA). With some 30 years of architectural experience, Emma will provide design leadership and strategic advice to enhance the quality of our built environment. Darren also brings a legacy of strategic leadership experience across all levels of government and a wealth of knowledge in the history of Western Australia.

A further 18 sites were assessed for possible inclusion in the State Register of Heritage Places this year with the successful grants program and heritage awards supporting the conservation and promotion of heritage.

In November, we were proud to hand over the childhood home of former Prime Minister Bob Hawke in West Leederville, to the National Trust of WA. This heritage-listed property holds great historical and cultural importance, recognising the life and achievements of one of Australia's most influential leaders.

Internally, an outstanding 83 per cent of our staff participated in the Public Sector Commission's 2023 WA Public Sector Census, providing valuable insight into our Department's culture, strengths and areas for improvement. We have made significant advances in our Innovate Reconciliation Action Plan and we continue to prioritise efforts to strengthen governance processes and reporting across the business.

I extend my thanks to all staff members for their commitment and achievements throughout 2023-24. Looking ahead, we will continue to be at the frontline of delivering reform programs, preserving and promoting our heritage and ensuring responsible land management to provide sustainable benefits for Western Australian communities.

Anthony Kannis PSM
Director General

ABOUT THE DEPARTMENT

Planning and managing land and heritage for all Western Australians. Planning for our future, respecting our past, creating opportunities for today.

The role of the Department is to shape the future of our cities, regions and towns. We are responsible for land use planning and management, and oversight of Aboriginal cultural heritage and built heritage matters. The Department supports four Ministers and administers a wide range of legislation.

We plan the best use of the State's natural and built assets for the sustainable and responsible development of all Western Australian communities, through evidence-based research, integrated policy development and stakeholder engagement.

The vast scope of our work ranges from managing much-loved State assets such as Whiteman Park and Fremantle Prison, to overseeing the WAPC property portfolio, ALT, pastoral and Crown land estates and working closely with other State agencies on strategic government priorities.

OUR MINISTERS



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



Hon Dr Tony Buti
BPE, DipEd, MIR, LLB DPhil MLA
[Minister for Aboriginal Affairs](#)



Hon David Templeman
Dip Tchg BEd MLA
[Minister for Heritage](#)



Hon Rita Saffioti
BBus MLA
[Treasurer](#)

Members of the State Design Review Panel.

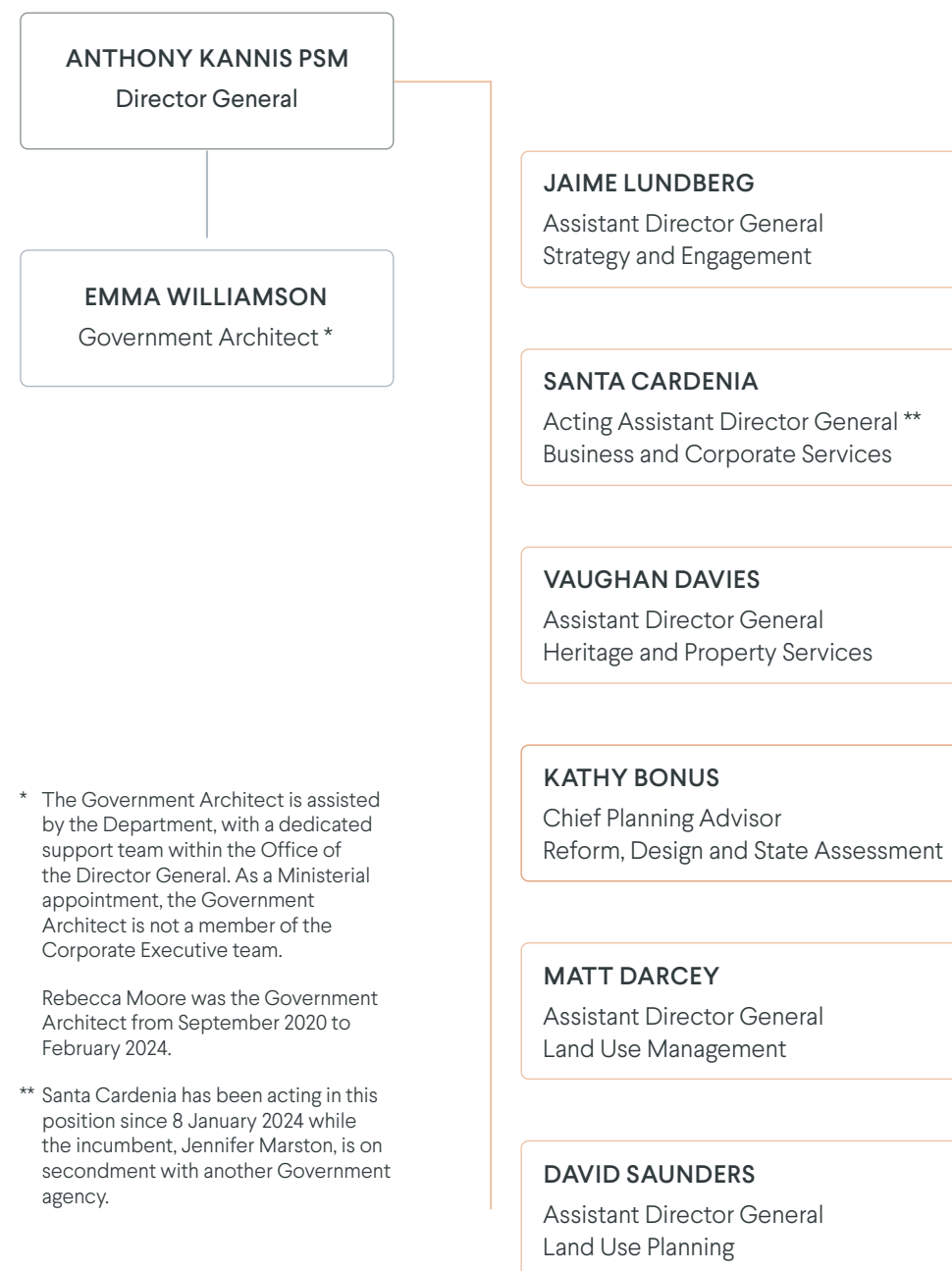


STATUTORY BOARDS AND COMMITTEES

The Department provides support to the following boards and committees:

- Aboriginal Lands Trust
- Aboriginal Cultural Material Committee (ceased October 2023)
- Aboriginal Cultural Heritage Council (ceased November 2023)
- Aboriginal Cultural Heritage Committee (commenced November 2023)
- 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 (ceased 30 June 2024)
 - Future of Fremantle Planning Committee (ceased 30 June 2024).

OPERATIONAL STRUCTURE



* The Government Architect is assisted by the Department, with a dedicated support team within the Office of the Director General. As a Ministerial appointment, the Government Architect is not a member of the Corporate Executive team.

Rebecca Moore was the Government Architect from September 2020 to February 2024.

** Santa Cardenia has been acting in this position since 8 January 2024 while the incumbent, Jennifer Marston, is on secondment with another Government agency.

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

THE CORPORATE EXECUTIVE

Office of the Director General

- Executive Support
- Ministerial and Parliamentary Services
- Government Relations
- Internal Audit
- Corporate Governance Reform
- State Referral Coordination Unit
- DAPs
- Enterprise Program Management Office
- Government Architect Commission Support

The Office of the Director General is comprised of strategic business functions that help provide a consistent, whole-of-Department position when communicating with Ministers, Parliament, other government agencies and stakeholders. Its main role is to support the Director General.



Anthony Kannis PSM
Director General

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

Anthony was previously Managing Director of METRONET, responsible for delivering one of the State's

most significant public transport infrastructure programs.

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

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

Strategy and Engagement

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

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

Currently, there is a strong focus on the challenge of removing barriers to the delivery of housing across the State, requiring consultation and negotiation across all levels of government and industry, as well as community engagement.



Jaime Lundberg
Assistant Director General

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

Jaime holds a Bachelor of Arts and Masters qualifications and has extensive experience in policy and project delivery in Australia, China and the United Kingdom, working across the private and public sectors, in regional areas and within peak industry bodies.

Jaime brings her diverse experience and holistic understanding of planning, development and industry issues to deliver on key Government priorities and achieve better outcomes for the Western Australian community.

Business and Corporate Services

- Financial Services
- Business Information Services
- Human Resources
- Governance and Performance
- Investigations
- Communications and Engagement
- MLPs

The Business and Corporate Services division facilitates the corporate functions of the Department, such as financial services, information and technology services, procurement, human resources and communications and engagement.

Other functions undertaken by Business and Corporate Services include developing and maintaining corporate policies, managing freedom of information, compliance and investigations and facilitating innovative opportunities for Government and private sector collaboration.



Santa Cardenia
Acting Assistant Director General

Santa Cardenia has enjoyed a successful public sector career including with the Western Australia Police Force in a range of strategic leadership roles across corporate functions including finance, procurement, value management and insurance.

Santa was the 2023 recipient of the Institute of Public Administration Lonnie Awards Chief Finance Officer of the Year and Institute of Public Administration – Department of Finance – Finance Practitioner of the Year.

* Jennifer Marston was the Assistant Director General, Business and Corporate Services until January 2024, when she took a secondment opportunity at the Public Sector Commission.

Heritage and Property Services

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

The Heritage and Property Services division works to recognise, conserve and promote Western Australia's Aboriginal and historic cultural heritage. It also manages land acquisition, disposal, rental management and field management on behalf of the WAPC for future strategic government infrastructure.

On behalf of the State, two important tourism and conservation sites are part of the division – Fremantle Prison and Whiteman Park.

The division also supports three Boards and Committees appointed under legislation – the HCWA, the ACHC and the WAPC.



Vaughan Davies
Assistant Director General

With a strong background in public sector leadership, Aboriginal Affairs, business and corporate services and regional community development, Vaughan is responsible for the management, protection and promotion of Aboriginal and historic heritage assets as well as the WAPC's property portfolio.

Vaughan spent 10 years in local government working in community services across regional Western Australia and Queensland and is an active volunteer Board Director with a global not-for-profit organisation.

Reform, Design and State Assessment

- Reform Delivery
- Reform Projects
- Design and Built Environment
- Planning Appeals

This is the Department's lead division responsible for delivering a program of legislative, regulatory and policy reform of Western Australia's planning system and a commitment to good design in all development, greater consistency, transparency, and improved responsiveness to market demands.

This division works across the public sector in collaboration with industry partners and local government to deliver State Government priorities and with the Australian Government, States and Territories on national urban policy and planning reform.



Kathy Bonus RPIA (Fellow)
Chief Planning Advisor

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

National planning policies and strategic projects.

Kathy is a Registered Planner and a Fellow of the Planning Institute of Australia. Her work has spanned a broad spectrum of planning – from remote indigenous communities in the Central Desert to high-density, inner-city local government.

Land Use Management

- Property and Risk Management
- Crown Land Administration
- Pastoral and Aboriginal Lands Management
- Aboriginal Agreement Implementation and Land Services
- Asset Management and Land Divestment

The Land Use Management division works to ensure the highest and best use of Crown land – approximately 92 per cent of land in Western Australia – in accordance with key Government priorities.

This includes resolving complex land tenure, administration of 491 pastoral leases, divestment of surplus land and assets and negotiating ILUAs and native title settlements on behalf of the State and Traditional Owners. This also involves processing land access approvals and property and risk management for hazards and contaminated sites.



Matt Darcey
Assistant Director General

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

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

Land Use Planning

- Strategic Planning
- Regional Planning Policy and Strategy Coordination
- Schemes, Scheme Amendments and Planning Application Administration
- Land Use Planning Applications Assessments, Decisions and Recommendations
- State Development Assessment Unit

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

The division is responsible for assessing planning strategies, schemes, development and subdivision applications and a range of planning control mechanisms to support urban development and the delivery of major projects, including METRONET and Westport.



David Saunders
Assistant Director General

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

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

Government Architect

The Government Architect of Western Australia (GAWA) provides design leadership and strategic advice to enhance the quality of our built environment, ensuring that good design benefits the Western Australian community. GAWA maintains effective connections within the Department and with other government and industry agencies to facilitate government objectives in the support of housing delivery, planning for a sustainable future and improved design outcomes for every community.

Advice and review

GAWA provides expert advice to the Premier and the Minister for Planning on State-significant projects and design-related matters in a variety of ways. This can include early input, brief establishment, procurement, evaluations, review customisation and involvement in steering committees and workshops.

The Government Architect chairs the State Design Review Panel – a committee of multi-disciplinary specialists that supports the WAPC in assessing applications referred for design review.



About the Government Architect

Emma Williamson was appointed the Government Architect of Western Australia in February 2024.

With three decades of professional experience, including in her own practice, Emma is a highly credentialed architect and an advocate for positive community and social outcomes through good design. She is a Fellow of the Australian Institute of Architects, is an Adjunct Professor at Monash University and was awarded the RAIA Paula Whitman Leadership in Gender Equity Prize.

Rebecca Moore stepped down in February 2024 after more than three years in the role. The first female to be appointed as the Government Architect, Rebecca provided strategic whole-of-Government advice on \$28 billion worth of key transport, tourism, and infrastructure projects.



Left to right: Shea Hatch (UDLA Project Director), Marion Fredriksson (Director, Marion Fredriksson Design), Emma Williamson (Government Architect) and Philip Gresley (Director, Gresley Abas).

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 in administration of the following Acts:

- *Forrest Place and City Station Development Act 1985*
- *Hope Valley-Wattleup Redevelopment Act 2000*
- *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*
- *Perry Lakes Redevelopment Act 2005*
- *Planning and Development Act 2005*
- *Planning and Development (Consequential and Transitional Provisions) Act 2005*
- *Port Kennedy Development Act 2017*
- *Road closure Acts (various)*
- *Swan Valley Planning Act 2020*.

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

- *Anglican Church of Australia Diocesan Trustees and Lands Act 1918*
- *Anglican Church of Australia Lands Vesting Act 1892*
- *Anglican Church of Australia School Lands Act 1896*
- *Browse (Land) Agreement Act 2012*
- *Cambridge Endowment Lands Act 1920*
- *Canning Lands Revestment Act 1954*
- *Chevron-Hilton Hotel Agreement Act 1960*
- *City of Perth (Lathlain Park Reserves) Act 1950*
- *City of Perth (Leederville Park Lands) Act 1950*
- *Dampier to Bunbury Pipeline Act 1997 (administered by the Energy Police WA)*
- *East Carey Park Land Vesting Act 1957*
- *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*

- *Jennacubbine Sports Council (Incorporated) Act 1965*
- *Land Administration Act 1997*
- *Land Administration Amendment Act 2000*
- *Land Administration (South West Native Title Settlement) Act 2016*
- *Parks and Reserves Act 1895*
- *Perth Town Hall Act 1950*
- *Perth Town Hall Agreement Act 1953*
- *Reserves Acts (various)*
- *Roman Catholic New Norcia Church Property Act 1929*
- *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 Premier and Cabinet)*
- *Aboriginal Cultural Heritage Act 2021 (1 July – 15 November 2023)*
- *Aboriginal Communities Act 1979*
- *Aboriginal Heritage Act 1972 (amended 15 November 2023)*.

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*
- *Procurement Act 2020*
- *Public Sector Management Act 1994*
- *Salaries and Allowances Act 1975*
- *State Records Act 2000*
- *Workers' Compensation and Injury Management Act 1981*
- *Work Health and Safety Act 2020*.

Other specialised legislation impacting on the Department's operation:

- *Building Act 2011*
- *Community Titles Act 2018*
- *Environmental Protection Act 1986*
- *Interpretation Act 1984*
- *Maritime Archaeology Act 1973*
- *Mining Act 1978*
- *Petroleum and Geothermal Energy Resources Act 1967*
- *Property Law Act 1969*
- *Public Works Act 1902*

- *Registration of Deeds Act 1856*
- *Strata Titles Act 1985*
- *Short Term Rental Accommodation Act 2024*
- *Superannuation and Family Benefits Act 1938*
- *Transfer of Land Act 1893*
- *Valuation of Land Act 1978*.

Legislation that may need to be considered in various planning decisions:

- *Environmental Protection Act 1986*
- *Environment Protection and Biodiversity Conservation Act 1999*
- *Contaminated Sites Act 2003*
- *Swan and Canning Rivers Management Act 2006*.

Legislation overriding planning legislation:

- *City of Perth Act 2016*
- *Mining Act 1978*
- *State Agreement Acts*.

WAPC subsidiary legislation:

- Greater Bunbury Region Scheme
- Metropolitan Region Scheme
- Peel Region Scheme.

PERFORMANCE



PERFORMANCE MANAGEMENT FRAMEWORK

Our Purpose

The Department plans and manages land and heritage for all Western Australians. Land, including buildings and protected sites, is a vital asset that provides the basis for environmental, economic and cultural outcomes. The Department responds to, and balances, demands on the land as well as proactively planning to ensure our communities can continue to prosper in future generations.

Our Vision

- To respect the past.
- Create opportunities today.
- Plan for the future.

Our Values

Our corporate values guide our behaviour at work, our decision-making, our conduct and our performance. Each value reflects the talent, skills, experience and attitude of our staff and how we engage with stakeholders.



Respect	We understand that our work is personal to our stakeholders, and that every piece of land and site has a story.
Integrity	For every piece of land, site and opportunity, we act with integrity to deliver great outcomes for Western Australia.
Innovation	We will adopt new thinking and approaches to address the economic, demographic and environmental challenges facing our State.
Professionalism	We use our specialised knowledge and skills to deliver best practice planning, land management and heritage services in Western Australia.
Collaboration	We strive to build prosperous places and connected communities by bringing together people, groups and organisations to share ideas, solve problems and plan for the future.

Strategic Direction

Five strategic goals guided the Department's priorities and targets in 2023-24 – creating **places** in a quality environment, collaborating with **community**, capable **people** building a strong workforce, exceptional **service** delivery and a commitment to a program of **reform**.

We plan the best use of the State's natural and built assets for the sustainable and responsible development of all Western Australian communities, through evidence-based research, integrated policy development and stakeholder engagement.

Our key focus areas are:

- Aboriginal heritage and lands management
- State land administration
- cultural heritage conservation services
- integrated land and infrastructure policy development
- urban and regional planning and policy development.

Agency Capability Review

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

The Agency Capability Review report outlined observations of good performance across the Department, including a strong and supportive workplace culture and a track record of successful change management. The review also identified opportunities to build the Department's capability by providing a greater leadership and coordination role in planning, lands and heritage on behalf of the State and improvements to strategic workforce planning and customer-focused services.

Since the review, the Department has completed more than half of its commitments. Some of the key projects completed include:

- A new workforce strategy to identify future capacity, capability and development needs across the Department and enable effective delivery of agency priorities.
- Implementation of the Leadership Expectations Program, supporting staff at all levels through their leadership journey.
- A review of the WAPC Service Charter to ensure and maintain strong relationships and enhanced coordination and alignment between the Department and the WAPC.
- Development of the State Planning Policy Regulations 2023 and Planning Code Regulation 2023 that will facilitate streamlined processes, reduce red tape and improve efficiencies in planning processes and decision-making to support the delivery of housing and other critical infrastructure.

A number of commitments that relate to policy, regulatory and legislative reform have also been completed.

The Department continues to build on its strengths while addressing opportunities to improve capability and respond to a changing environment.

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 desired outcomes and services listed below, the Department contributes to the State Government’s goal of “Investing in WA’s future: Tackling climate action and supporting the arts, culture and sporting sectors to promote vibrant communities”.

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

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

Changes to Outcome-based Management Framework

The Department’s Outcome-based Management Framework did not change during 2023-24.

Shared Responsibilities with Other Agencies

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

REPORT ON OPERATIONS

Summary of actual results compared to budget targets

Financial Targets	2023-24 target \$'000	2023-24 actual \$'000	Variation \$'000
Total cost of services (expense limit)	283,901	245,994	(37,907)
Net cost of services	241,001	228,979	(12,022)
Total equity	388,574	377,404	(11,170)
Net increase/(decrease) in cash held	(12,309)	19,397	31,706
Approved salary expense level	109,542	118,999	9,457
Agreed borrowing limit	NIL	NIL	-

Financial Targets	2023-24 agreed limit ^(a) \$'000	2023-24 target/actual \$'000	Variation \$'000
Working cash limit (at budget)	13,333	11,934	(1,399)
Working cash limit (at actuals)	11,934	11,015	(919)

^(a) The Target specified above are as per the 2023-24 Budget Statements.

Summary of Key Performance and Effectiveness Indicators

Key effectiveness indicators ^(a)	2023-24 Target ^(b)	2023-24 Actual	Variation ^(c)
Desired Outcome: An effective planning system that supports the development of communities in Western Australia.			
Percentage of applications determined within the statutory timeframe	85%	90.6%	5.6%
Percentage of finalised appeals (excluding DAPs) that are not upheld on review by the State Administrative Tribunal (SAT)	100%	96.2%	(3.8%)
Percentage of Local Planning Scheme amendments processed by the Department under delegated authority and submitted to the Minister for Planning within the statutory timeframe (Basic 42 days, Standard 60 days, Complex 90 days)	85%	91.6%	6.6%
Percentage of DAP applications determined within the statutory timeframe	85%	66.8%	(18.2%)
Desired Outcome: An effective system for the administration of Crown land and the ALT estate.			
Percentage of land tenure change and interest documents validly lodged with the Western Australian Land Information Authority (Landgate)	99%	98.6%	(0.4%)
Number of leases or divestments of ALT estate land to direct Aboriginal control	10	3	(7)
Desired Outcome: An effective system for the conservation of cultural heritage places in Western Australia for the benefit of present and future generations.			
Percentage of visitors to Fremantle Prison satisfied with the services provided by the Department	97%	95.7%	(1.3%)
Percentage of statutory approvals delivered to the ACMC within set timeframes ^(d)	100%	N/A	N/A
Percentage of development/planning referrals processed within set timeframes	95%	89.4%	(5.6%)
Percentage of nominations progressed to preliminary review within set timeframes	100%	100%	-

Key effectiveness indicators ^(a)	2023-24 Target ^(b)	2023-24 Actual	Variation ^(c)
Service 1: Planning services			
Average cost of planning services	\$24,670.22	\$27,449.80	\$2,779.58
Service 2: Land administration services			
Average cost per square kilometre to administer Crown land and the ALT estate	\$24.58	\$27.93	\$3.35
Service 3: Historical heritage services			
Average cost of historical heritage services	\$5,229.44	\$7,853.55	\$2,624.11
Average cost per visitor to Fremantle Prison	\$37.52	\$47.45	\$9.93
Service 4: Aboriginal heritage management			
Average cost of Aboriginal heritage management services	\$7,512.54	\$3,303.84	(\$4,208.70)

Notes

- ^(a) The tables above provide a summary of the Department's KPIs for 2023-24. For more detailed information, including explanations for significant variances, refer to the Desired Outcome and Key Performance Indicators section of this report at pages 153 – 169.
- ^(b) The targets specified above are as per the 2023-24 Budget Statements.
- ^(c) Variations shown in brackets represent a decrease in the actual result compared to the target. Depending on the KPI, a decrease in the actual result does not necessarily mean that the target has not been achieved.
- ^(d) The Department was granted an exemption from reporting this KPI in 2023-24. Refer to the Desired Outcome and Key Performance Indicators section of this report for details of the exemption.

SIGNIFICANT ISSUES IMPACTING THE AGENCY

Data released by the Australian Bureau of Statistics in June 2024 indicated that Western Australia's population grew by 3.3 per cent (more than 93,000 people) in 2023 – the strongest growth in the nation. This was due primarily to people migrating from overseas, attracted by the State's strong economy. Western Australia's record low unemployment levels, the lowest in the country, highlighted a labour shortage, particularly across the construction and development sectors.

Housing supply in a heated construction market and cost-of-living pressures remained as critical challenges facing governments across Australia in this reporting period. Western Australia's population growth, combined with ongoing global supply chain issues and rising construction costs have impacted housing

affordability and availability across the State. Tackling housing availability and affordability issues continues to be a major focus for the State Government and the Department has played a key role by making land available for urban growth, removing constraints and barriers for key residential developments and implementing planning reforms that streamline development processes.

The Department has continued to deliver reform programs across our core service delivery areas and facilitate continuous improvement in our corporate business functions. Each of these work programs has demonstrated a strong commitment from all staff to design and deliver sustainable legislative, regulatory, policy or service delivery changes that will provide community benefit. With increasing activity across the business,

our work has focused on effective stakeholder engagement, applying innovation in identifying solutions and ensuring robust and reliable processes support effective service delivery.

As one of the oldest living cultures in the world, Aboriginal people have a deep and lasting connection to their cultural heritage. Reforms in Aboriginal cultural heritage and land management during 2023–24 continued to prioritise the role of Aboriginal people in how their lands and heritage are managed, bolstered by financial support to build capacity of native title parties, enhanced data capture through surveys and truth-telling across the history of our State. The Department remains committed to a respectful and collaborative relationship with all Aboriginal people to realise sustainable outcomes for future generations.



An artist's impression of the replacement Fremantle Traffic Bridge, approved by the WAPC under the Part 17 pathway.

Planning Reform

Western Australia is leading the nation in planning reform. Since the release of the State Government's Action Plan for Planning Reform in 2019, the Department has delivered a more efficient and transparent planning system and process for development approvals.

Many of the reforms result from the *Planning and Development Amendment Act 2023*. They aim to create more liveable, sustainable and connected communities and support the delivery of diverse and affordable housing options.

Further changes to the planning system came into effect on 1 March 2024, cutting unnecessary red tape to streamline and accelerate the delivery of housing throughout Western Australia.

The National Planning Reform Blueprint, agreed to by National Cabinet in August 2023, established the policy direction and actions to accelerate housing supply across the nation. Under the Blueprint, each State and Territory agreed to review its planning system to achieve streamlined planning and zoning processes, removing barriers to development approvals to accelerate housing, especially for medium and higher-density housing and delivery of social and affordable housing.

Significant Development Pathways

Major development proposals are inherently complex, have broad-ranging impacts and benefits and represent significant economic and social importance to the State. The assessment of such proposals often requires consideration of strategic matters beyond planning merits alone.

Introduced as a COVID-19 economic recovery initiative in July 2020, the temporary Part 17 Significant Development Pathway was designed for the assessment of shovel-ready projects and was accessed by 61 proponents.

As part of the State Government's planning reforms, the permanent Part 11B Significant Development Pathway is a refined version of the temporary process and became operational on 1 March 2024, providing a tailored assessment option for complex and significant development proposals. The pathway includes the introduction of a 120-day timeframe for determining applications.

Part 11B incorporates Part 17's strengths, such as the pre-lodgement and coordinated State agency referral processes and streamlines the pathway for a post-COVID environment. Part 11B is led by the Department's State Development Assessment Unit and utilises the new State Referral Coordination Unit to collaborate with referral agencies and consider proposals strategically from a Statewide perspective. Now operational, 32 enquiries were received by 30 June 2024 and compulsory pre-lodgement engagement concept plans and design review have begun on 19 of those enquiries.

Planning Online

A new Planning Online portal and website, launched in March 2024, allows applicants and interested parties to submit and track applications, view documents and maps, make payments and provide consultation feedback electronically. The website provides clear, understandable information on Western Australia's planning system, policies, legislation, processes and services, as well as news and consultations.

Development Assessment Panels

A new streamlined DAP pathway was introduced on 1 March 2024 to support a more efficient and consistent system and transparent decision-making.

Under the changes, the DAP pathway is now fully opt-in for most applications over \$2 million. It is open to multiple and grouped dwelling projects of any size above the \$2 million threshold and any registered community housing proponent regardless of the value of the project. By removing the mandatory thresholds, proponents can select the assessment pathway that is most appropriate for their project.

The number of panels has been reduced from five to three – consolidating the Metro Inner North and South Joint DAPs with the City of Perth Local DAP into a single Metro Inner DAP. The Metro Outer and Regional DAPs remain with minor boundary adjustments. Each panel comprises technical specialists and local representation to stand in the shoes of the responsible authority and determine development applications.

Administration of the DAP system is overseen by the Department. The composition of the Panels, with five members, and the roles of local government and Sessional Specialist Panel members, remain unchanged.

Since 1 March 2024, 55 DAP meetings have been held, considering nearly 100 applications and representing approximately \$2.3 billion in future investment value – half of that in regional areas.

State Referral Coordination Unit

The Department established the State Referral Coordination Unit on 1 March 2024 to coordinate referral advice from State Government agencies on planning applications, lodged under the newly introduced Part 11B Significant Development Pathway. The intention of the Unit is to facilitate a whole-of-government position on a development proposal.



Review of the Western Australian Planning Commission

The operation and structure of the State's peak planning authority, the WAPC was reviewed as part of the planning reform program. The new structure and operating provisions were introduced through the *Planning and Development Amendment Act 2023* in December 2023 and took effect on 1 July 2024.

Aboriginal Heritage Legislation

Implementation of the amended *Aboriginal Heritage Act 1972*

The State Government announced the repeal of the *Aboriginal Cultural Heritage Act 2021* (ACHA 2021) in August 2023 and an amended *Aboriginal Heritage Act 1972* (AHA) took effect on 15 November 2023.

The targeted amendments, based on feedback following consultation with Aboriginal people, enhance existing processes and aim to prevent destruction of Aboriginal heritage in Western Australia.

The amended AHA is supported by a revised section 18 process that gives native title parties the same right as proponents to seek a review by the SAT of a decision by the Minister for Aboriginal Affairs.

Where a section 18 consent has been granted, it is now a requirement for the consent holder to notify the Minister of any new information about any Aboriginal site on land that is the subject of a consent. This requirement applies to all consents, regardless of when they were granted. The Minister is required to reconsider the consent and can amend the conditions, revoke or confirm the existing consent, or grant a new consent in relation to the whole or part of the land. The Minister can also temporarily suspend the consent while considering the new information and can consider new information provided by other stakeholders such as native title parties.

Responding to serious concerns by native title parties, the amended AHA also states that any provision in a contract or agreement, known as gag clauses, that prohibits a native title party from being heard in relation to an application for a section 18 consent – including making submissions or exercising any right of review or to commence proceedings – is of no effect.

These amendments complement the existing procedural fairness process undertaken by the ACHC to give Aboriginal people the opportunity to provide comment on a section 18 notice. The amended AHA also provides for greater representation of Aboriginal people on the ACHC, as the key statutory body that provides advice and recommendations to the Minister.

Other amendments include allowing the transfer of section 18 consents and, for the first time, statutory timeframes now also apply to both the ACHC and the Minister. The ACHC can request further information from proponents and, where an application is made to the SAT, the Premier has the ability to call in applications for projects of State or regional importance.

A Consultation Policy for section 18 applications and Section 18 Guidelines is available online at wa.gov.au/aboriginal-heritage.

To complement the reinstatement of the amended AHA, the Department worked with native title parties to develop the Native Title Party Capacity Building Program. The State Government has also committed to a 10-year Aboriginal Heritage Survey Program and applications for the program opened in April 2024.

A new online system, ACHknowledge, was adapted to accommodate the amended AHA and enable online lodgement of applications – including the ability to apply for regulation 10, section 16 and section 18 approvals – and requests for advice, tracking of applications and contact detail management.

ACHknowledge also has the ability to process applications for the Aboriginal Heritage Survey Program. Further work will improve process efficiencies, bring in more of the Aboriginal heritage services currently administered outside the system and enhance existing capabilities.

Work of the Aboriginal Cultural Heritage Committee

The ACHC is established under Part 5 of the AHA to undertake a range of functions.

During 2023–24, the change in legislation from the ACHA 2021 to the amended AHA saw the members of the Aboriginal Cultural Heritage Council transition to the ACHC, ensuring a continuous knowledge transition between the two pieces of legislation.

Where a section 18 notice has been submitted, the ACHC determines whether there are any Aboriginal sites on the land that is the subject of the notice, evaluates their importance and significance and makes a recommendation to the Minister for Aboriginal Affairs on whether consent should be granted. The ACHC also provides advice to the Minister as required. The ACHC is guided by its Charter and its functions as set out in Part 5 of the AHA.

Under the AHA, an officer of the Department is appointed as Registrar of Aboriginal Sites to administer the day-to-day operations of the ACHC and perform other functions as are allocated by the Act.

Aboriginal Heritage Applications

The Department processes section 18 applications under the AHA and undertakes the ACHC's procedural fairness function, providing Aboriginal people and other stakeholders with the opportunity to comment on a section 18 notice. The ACHC makes a recommendation to the Minister for Aboriginal Affairs on whether consent should be granted. The Minister is required to have regard to the ACHC's recommendation as well as the general interest of the community when making a decision.

Between 15 November 2023 and 30 June 2024, the Department:

- processed 342 Aboriginal Cultural Heritage submissions for inclusion on the Aboriginal Cultural Heritage Inquiry System database
- received 24 section 18 notices and 16 section 16 applications
- received 109 applications under regulations 7 and 10 of the Aboriginal Heritage Regulations 1974
- received 777 phone calls, 1,472 emails and 418 advice queries.

The Department works with native title parties and Aboriginal people to protect and manage places of significance, provide advice to the public and private sectors and the community about Aboriginal heritage management and maintain the Register of Places and Objects. The Department continues to engage with these stakeholders to improve understanding of the amended AHA.

Aboriginal Lands Trust

On behalf of the AAPA, the Department is responsible for the ALT estate, including divestment, legislative reform, access permits, assessment of land use proposals and management of the estate. Details of activities in 2023–24 are reported in the AAPA annual report.

Land and Public Works Legislation Amendment

The *Land Administration Act 1997* governs Crown land, which covers 92 per cent of Western Australia's land mass.

In August 2023, amendments to the *Land Administration Act 1997* and the *Public Works Act 1902* were proclaimed, introducing a series of measures to reduce red tape and prepare the State's economy to reach net zero emissions by 2050.

The *Land Administration Act 1997* has been modernised to:

- streamline approvals for land tenure and projects requiring Crown land
- introduce a new form of broadscale tenure suitable for a diverse range of land uses
- improve the way in which pastoral land is administered.

With renewable energy being a priority for industry and the State Government, a diversification lease was introduced to support the co-existence of multiple land uses at a large scale. This could include renewable energy, using large-scale wind turbines and solar arrays to co-exist with other land uses without affecting access from key stakeholders, such as the resources sector and native title parties.

The ability to hold tenure across broad areas of land for multiple uses will create employment and business opportunities, support capacity building and generate new social and economic outcomes for Aboriginal people, including opportunities to establish businesses and partner with proponents for renewable energy and other projects.

The Department consulted widely on reforms to the *Land Administration Act 1997*, including public consultation on the policy framework guiding the use of diversification leases on Crown land. Other amendments were made to the *Public Works Act 1902*, administered by the Minister for Finance, which updated what is defined as a 'public work' for the purposes of land management. Modernisation of both Acts fixed administrative inefficiencies to allow billions of dollars' worth of capital projects required to meet future community and business needs to progress.

Tenure Security and Rent Relief for Pastoralists

The amendments to the *Land Administration Act 1997* provide the opportunity for pastoralists to lengthen pastoral leases, up to the maximum term of 50 years, offering greater security of tenure and supporting investment in diversified land uses such as carbon farming.

Rent relief allowed pastoralists in the Kimberley and Pilbara to recover from extensive damage caused by multiple cyclones and bushfires in 2023. The individual granting of rent relief is time-consuming as it requires an application from the lessee for consideration by the Pastoral Lands Board and approval by the Minister for Lands.

The amendments provide agility in the event of a crisis by allowing a class of pastoral leases (such as those affected by a natural disaster) to be prescribed rent relief, expediting processing of relief payments and removing the requirement for individual applications from lessees at a time of significant disruption.



YEAR IN REVIEW



YEAR AT A GLANCE

Aboriginal Affairs



\$742,648 in funding to help preserve, promote and protect Aboriginal cultural heritage sites.

\$8 million committed to build the capacity of native title bodies.

6.45% of all **contracts awarded to Aboriginal businesses**, with a total spend on Aboriginal and Torres Strait Islander businesses amounting to \$9.857 million.

Lands



\$15.64 million in Crown land sales.

\$15 million for bushfire mitigation – to manage fuel loads in areas of unallocated Crown land.

Planning



New **Planning Online** portal and website were launched on 1 March 2024.

217 development applications determined by DAPs.



\$17.5 million committed under the IDF to deliver up to **577 dwellings** to support the workforce and local communities in regional areas.

\$30.65 million awarded to 45 development projects in the metropolitan areas supporting the construction of 3,060 apartments.

Heritage



\$100,000 was shared between seven local government authorities to develop heritage frameworks.

39 HCWA-funded heritage projects completed.

Managed Services



218,817 visitors to Fremantle Prison.

Fremantle Prison named a **Best of the Best Winner** in the 2024 Tripadvisor Travellers' Choice Awards.



Over **5,000 trees** planted at Whiteman Park in 2023-24.

1.5 million visitors passed through the gates at Whiteman Park.

PLANNING AND DEVELOPMENT

National Planning Reform Blueprint

To support the delivery of the National Housing Accord, in August 2023 National Cabinet agreed to the National Planning Reform Blueprint, consisting of 10 measures aimed at improving planning, zoning, and land release systems to tackle Australia's housing challenges.

Under the Blueprint, each State and Territory committed to providing biannual reviews and reports on the initiatives in their planning systems against these measures. The focus includes achieving streamlined planning and zoning processes, promoting medium and high-density housing near public transport and amenities and removing barriers to development approvals to expedite housing delivery.

Western Australia actively participates in this initiative. The Department leads the reporting, collaborating closely with other State Government agencies and bodies to collate accurate and detailed information for the reports. Additionally, the Department has representation at the National Planning Officials and Heads of Planning meetings to stay informed of, and contribute to, national planning initiatives.

With a contemporary planning reform agenda in place, Western Australia is recognised as being well-placed to achieve the objectives of the National Planning Reform Blueprint. The first report, in January 2024, identified that strategic land use and infrastructure planning, along with contemporary planning reform initiatives, State policies and non-planning regulatory responses, such as funding essential infrastructure, are collectively seeking to address housing supply and affordability in Western Australia.

Review of Metropolitan Region Scheme (MRS)

The MRS is a core planning instrument that defines the future use of land and provides the legal basis for planning in the Perth metropolitan region, dividing it into broad zones and reservations.

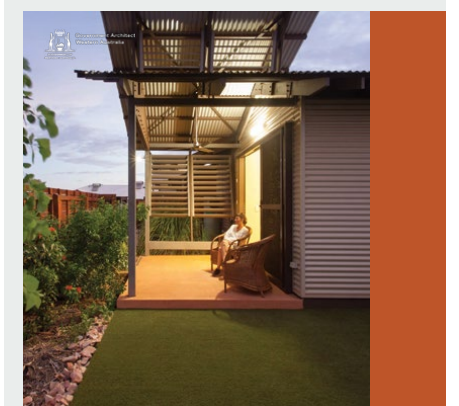
In 2024, the Department undertook to modernise the 60-year-old MRS, as part of the State Government's planning reform program. Key components of the review have been substantially progressed or completed, including new regulations for advertising and assessing region schemes and amendments. The Planning and Development (Region Planning Schemes) Regulations 2023 reflect the categorisation of amendments to regional planning schemes into three streams – Complex, Standard and Basic.

The changes have streamlined decision-making and are progressing site-specific amendments to facilitate public and private sector housing delivery. Work is also underway to update the MRS text in line with the Peel and Greater Bunbury region schemes.

Good Design Guide

The **Good Design Guide: Clever Ideas for Infill Housing** was released in May 2024 by the Government Architect to increase awareness of good-quality housing design and the range of dwelling types possible within infill settings.

The Guide is intended to help build demand for infill housing and provide clear guidance around what constitutes good infill design. The Guide provides an overview of what 'good design' means for infill housing, with reference to the design principles of State Planning Policy 7.0 Design of the Built Environment. It also offers information on the various types of infill housing available, exemplar case studies (metropolitan and regional, contemporary and historic) and information about what consumers should look for in the design of infill dwellings, whether they are building, buying or renting.



Good Design Guide

Government Architect WA

Clever ideas for infill housing

SUPPORTING HOUSING DELIVERY

More Housing Choice for Western Australians

Amendments to the Residential Design Codes (R-Codes) became operational on 1 April 2024, concluding more than three years of research and testing. The R-Codes establish new policy settings focused on the delivery of a diverse range of homes suited to the context of the land, as well as delivering better outcomes in the design of living spaces, sustainability and efficiency.

Previously a State Planning Policy, the R-Codes became a planning code in March 2024 and are designed to deliver more housing choice, improved housing diversity at all stages of life, increased tree canopy and a new approach to housing design and how we use the spaces in our homes.

The new code was informed by more than 220 community and industry submissions, tested and trialled by 24 leading architects and builders, reviewed by eight local governments and analysed for feasibility and affordability against 38 home designs.

Transfer of Woods Street Site for Kalbarri Workers' Accommodation

The transfer of Lot 514 Woods Street, Kalbarri, to the Shire of Northampton concluded a coordinated process to support delivery of a workforce accommodation facility in the popular tourist town.

Registrations of interest were initially sought in 2022 for key workers' accommodation, particularly workers in the construction, tourism and hospitality sectors. A local planning scheme amendment process was also completed to rezone Lot 514 and enable the development of workers' accommodation on the site.

Settlement of the land occurred on 5 July 2024.

Boosting Housing through the Infrastructure Development Fund

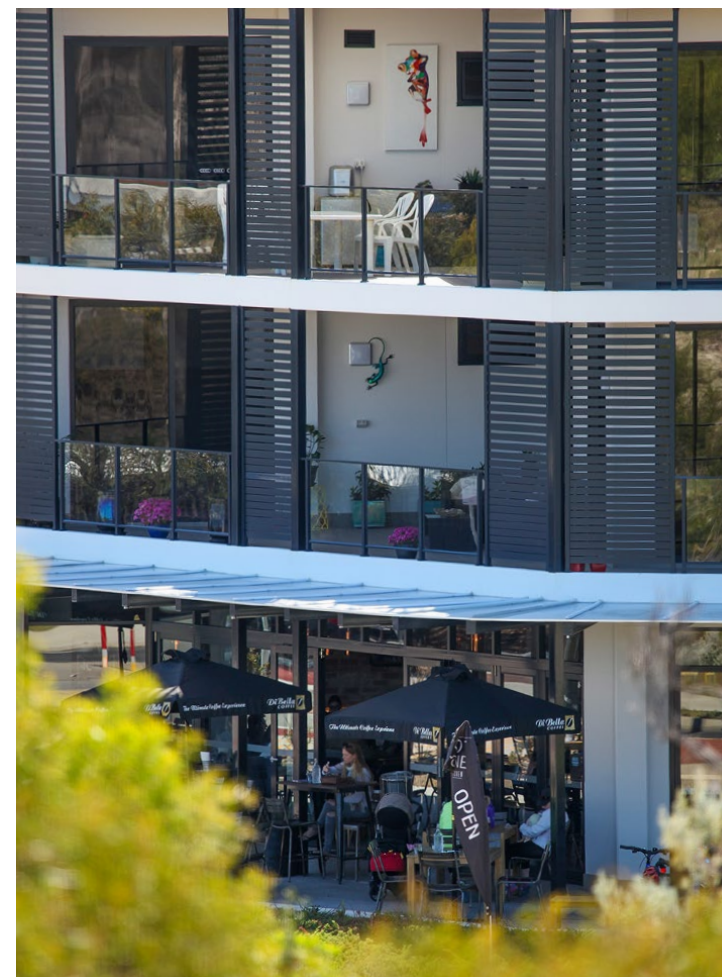
Announced by the State Government in March 2023, the \$80 million IDF is aimed at boosting housing supply. It is focused on helping to unlock a new pipeline of apartment development in key urban areas, as well as supporting more key worker and community housing in regional areas.

The IDF assists with the upfront costs associated with water, sewerage and electricity infrastructure, and plays an important role in addressing some of the issues that lead to delays in the construction of housing within both metropolitan Perth and the regions.

The IDF also contributes to delivering greater housing choice and affordability and encourages appropriate medium to higher-density developments near public transport, such as the growing network of METRONET station precincts.

During 2023–24, the IDF:

- Allocated up to \$30.65 million to 45 development projects that were successful under Stream 1, supporting the construction of more than 3,060 apartment dwellings. As of 30 June 2024, 15 of these projects, which are set to deliver a total of 1,250 apartment units, had commenced construction.
- Provided a major boost to five key worker accommodation projects in Broome, Kalgoorlie-Boulder, Denham, Murchison and Port Hedland with \$17.5 million in funding committed through Stream 3, delivering up to 577 dwellings in these regional areas.



GOVERNMENT INITIATIVES

Market-led Proposals

The MLP Policy offers a direct channel for the private sector to present unique and innovative proposals to the State Government. Governing both unsolicited proposals and State Government-initiated Problem and Opportunity Statements, the Policy seeks to harness the expertise of the private sector in finding creative solutions for activating land, delivering services, creating jobs and stimulating Western Australia's economy.

During the 2023-24 financial year, responsibility for the Policy transitioned to the Treasurer to reflect its whole-of-government impacts and its links to the Treasurer's role as Chair of the Expenditure Review Committee. The Department continues to administer the function on behalf of the Treasurer.

Since the launch of the Policy in 2019, more than 85 unsolicited proposals have been received. In addition, eight Problem and Opportunity Statements have been released.

Of the proposals administered over 2023-24, two unsolicited proposals and one Problem and Opportunity Statement have been completed.

Specialist Health Services in the Peel Region

The State Government received an unsolicited proposal from Ramsay Health Care Pty Ltd in August 2023, seeking to enter into a contract for the provision of public health services for a minimum of three years commencing in 2026. Following a two-stage agency-led MLP process, Ramsay Health Care successfully met the assessment criteria and key terms were accepted.

Under the terms of the MLP, Ramsay will fund the construction of a new surgical centre in the Peel region providing specialist procedures and services including general surgery, ears, nose and throat, gynaecology, ophthalmology, and orthopaedics.

The Department of Health is in the process of finalising the contract for this proposal. Key benefits include:

- expanded capacity for elective surgery, increasing public hospital capacity and reducing waiting times
- retention of medical specialists servicing the public and private systems
- delivery of services at a cost that is no more expensive than those at public facilities.

New Child Protection Care Facility and Increase in Student Accommodation for Curtin

The State Government received an unsolicited proposal from Waterford PBSA Pty Ltd seeking a land exchange in October 2023. Following a three-stage MLP process, Waterford PBSA successfully met the criteria of the MLP Policy and key terms were accepted.

Under the terms of the proposal, Waterford PBSA provides the Department of Communities with a newly constructed child protection residential care housing facility and land in return for a State-owned residential property adjacent to Waterford PBSA's existing landholding.

Waterford PBSA will construct a custom-designed house with outdoor leisure and activity areas to accommodate up to five children aligned with the design brief provided by the Department of Communities.

Waterford PBSA proposes to amalgamate the State-owned land into its adjacent property holdings to support its development for international and regional students, increasing student accommodation near the Curtin University precinct.

Lights, Camera, Action! A significant step for Perth Film Studios

This financial year saw the completion of the Screen Production Facility Problem and Opportunity Statement process, with Perth-based entity, Home Fire, confirmed in May 2024 to build and operate the facility.

The agreement with Home Fire finalises a rigorous three-stage process under the MLP Policy, overseen by the MLP Steering Committee, chaired by the Department's Director General.

The State will invest \$233.5 million to construct the facility, which will be owned by the Arts and Culture Trust and known as Perth Film Studios. The facility is anticipated to open in early 2026 and is expected to create more than 600 direct and indirect jobs during construction alone.

This Market-led Proposal demonstrates the innovation and creativity that can be achieved by working with the private sector and tapping into the expertise of relevant industries.



MAJOR PROJECTS FACILITATION

The Department plays a key role in supporting the early inception of major, long-term projects of State or strategic significance. These generally require the facilitation of land assembly, planning and contract negotiations and can involve multiple stakeholders such as State and local government agencies, Commonwealth Government, peak bodies, and commercial entities. Examples include assisting to negotiate the multi-million-dollar Edith Cowan University City Campus deal and land assembly support for the Perth Concert Hall.

Perth Convention and Exhibition Centre

The Department is leading the State Government's evaluation of a proposal to redevelop the Perth Convention and Exhibition Centre and surrounding precinct.

The intent is to transform the current site into exhibition, conference and event spaces that can compete on a national and international stage and bring economic opportunities for Western Australia.

The opportunity to integrate and revitalise the surrounding precinct with improved design and connectivity is also being considered, reflecting the State Government's objective to create a vibrant and activated Perth CBD.

METRONET

In 2023-24, the Department and the WAPC continued to support development of planning frameworks for METRONET station precincts. Achievements over the past year include:

- preparation of the Karnup Station Precinct Structure Plan, scheduled for advertising in July 2024
- preparation of the Ellenbrook Station Precinct Improvement Scheme, to enable the delivery of the Ellenbrook Leisure Centre and provide for a mix of residential, retail, commercial and public spaces in the Ellenbrook town centre
- preparation of the Malaga Station Precinct Structure Plan, Improvement Plan and Improvement Scheme
- coordination of multiple development applications to enable the delivery of METRONET rail infrastructure and new stations.

During 2023-24, the Department collaborated with:

- State Government agencies, to identify new housing supply opportunities within METRONET station precincts
- the Commonwealth Government and the City of Kalamunda to support and progress development of the new High Wycombe Community Hub
- the City of Bayswater to prepare the Morley Station Precinct Structure Plan.



An artist's impression of the proposed new Perth Convention and Exhibition Centre



METRONET precinct in Clarkson

PROTECTING HERITAGE

Aboriginal Heritage Surveys

The Department is responsible for the delivery of the State Government's 10-year Aboriginal Heritage Survey Program to assist with the recognition, management, protection and preservation of Aboriginal sites in Western Australia.

Qualified heritage professionals, in conjunction with Aboriginal people, will survey areas across the State to identify and record Aboriginal heritage for inclusion in the Aboriginal Cultural Heritage Inquiry System and the Register of Places and Objects.

Heritage surveys will establish where Aboriginal heritage is located and confirm locations where Aboriginal heritage is not known to be located. An Aboriginal Heritage Survey Report will be published by the Department and be available to all land users. This will ensure Aboriginal heritage information can be easily accessed and relied upon as part of planning to avoid impacting known heritage or, if required, for statutory approval under the AHA.

The surveys may also be used to accurately remap boundaries of Aboriginal sites and known heritage places where required (where former mapping technology did not allow for accuracy).

Applications to the Survey Program opened in April 2024 to eligible parties, including small businesses, native title parties and local governments.



Premier Roger Cook looks on as Dr Tony Buti MLA, Minister for Aboriginal Affairs signs the statement of intent setting in motion a plan to support Murujuga's World Heritage List nomination (29 February 2024).

Native Title Party Capacity Building Program

In August 2023, the State Government committed \$8 million annually for the Native Title Party Capacity Building Program.

Native title parties have been given statutory functions under the AHA, including the ability to seek a review by the SAT of a decision of the Minister for Aboriginal Affairs to grant a section 18 consent. Native title parties are also requested by the ACHC to provide advice as part of statutory processes, particularly the section 18 process.

The capacity building program recognises the increasing need for native title parties to engage with proponents and provide advice in relation to heritage, as well as its identification and management.

Funding aims to increase the capacity of native title parties to:

- Identify and protect Aboriginal cultural heritage.
- Respond to heritage engagement, consultation undertaken by proponents in line with the Consultation Policy for section 18 applications and the service delivery needs of industry and government, particularly in relation to the section 18 process and the procedural fairness process undertaken by the ACHC.
- Bolster expertise and skills development in the protection and management of Aboriginal heritage.

- Support training and cultural heritage educational opportunities, complementing the Certificate III course being developed by TAFE in relation to the AHA and heritage management.

Over 50 applications were received in the first round when the program opened in May 2024. The Department will continue to work with current and prospective applicants for the next funding round.

New Qualifications for On Country Management of Aboriginal Heritage

The Department has partnered with the Department of Training and Workforce Development and South Regional TAFE to develop training products that support the protection and management of Aboriginal heritage. The first training product is the skill set 'Introduction to Aboriginal Heritage Management', designed for entry-level positions and heritage roles within native title parties.

A Certificate III – On Country Management is also being developed in consultation with native title parties and with the assistance of other Aboriginal organisations.

A pilot course began in June 2024 with participants from the Yamatji Southern Regional Corporation in Geraldton. Yamatji staff and members will undertake both the skill set and follow on with the Certificate III – On Country Management. This pilot is being delivered on Country in Geraldton.

The Department and South Regional TAFE will continue to collaborate on course content and delivering training to other Western Australian Aboriginal organisations in 2024-25.

Record Funding Provided to Preserve, Promote and Protect our Aboriginal Sites

The annual Preserve, Promote and Protect Our Aboriginal Sites Grants Program, has provided more than \$3.25 million of funding to Aboriginal not-for-profit organisations since 2014.

In 2023-24 there were two rounds of assessments, with 16 grants awarded across 12 organisations, totalling \$742,648.

The grants program aims to empower Aboriginal people in managing their Aboriginal cultural heritage sites and offers funding to incorporated Aboriginal not-for-profit organisations to undertake projects that protect and preserve registered Aboriginal sites. Organisations can apply for a maximum of \$50,000 (excluding GST) per application.

Grants are used to undertake site restorations, to develop and install interpretive and truth-telling signage, and to deliver on-ground land management works. Projects that received funding create opportunities and deliver benefits that include sustainable, long-term heritage benefits, public benefit and increased awareness of Aboriginal heritage and opportunities and benefits for Aboriginal people and organisations particularly in regional areas.

A full list of the 2023-24 grant recipients is available [online](#).



Cossack, established in the 1860s, was the first port in the north west of the State and the birthplace of the pearling industry. Aboriginal men, women and children were brought from the Pilbara and Kimberley to work against their will on the pearl luggers, free diving for pearl shell. This site of truth telling reveals the history of how Aboriginal people were used as a free labour force to build the economy of the frontier colonies.

Yued Aboriginal Heritage Site Assessments

The Mogumber Reserve is a significant place affecting Traditional Owners across Western Australia, as a site to which children of the Stolen Generation were removed under government policy and direction. The continued protection and monitoring of significant areas such as burial sites and the cemetery remain important to Noongar people and those who were displaced from across the State.

The Yued Aboriginal Corporation has been awarded a Preserve, Promote and Protect grant of \$45,456 to conduct a site assessment of the Mogumber burial site for heritage and environmental conditions, identifying threatening or damaging processes and recording digital stories of the area. The Corporation will then carry out remediation works, including fencing, site clean-up and weed control and installation of signage and security cameras.

This project responds to Elders' concern regarding trespassing and site maintenance needs. Elders have also highlighted that this is a significant tourism site and stories of the Mogumber Reserve should be made available to visitors.

The project will give the Yued people the opportunity to travel on Country to assess their significant sites, undertake remediation activities, install security devices and transfer cultural knowledge through intergenerational consultation and storytelling.

The project will be capacity-building for the Yued community members and build foundations for future projects and employment opportunities.

Sites of Truth Telling

The Department's Sites of Truth Telling program supports the identification, preservation and interpretation of places of historical significance to Aboriginal people to acknowledge the cultural significance and social value of places associated with the impacts of colonisation.

During 2023-24, a stakeholder engagement strategy and business case were developed for the program. The Department identified more than 250 significant sites of Aboriginal history across Western Australia and engaged with more than 50 Aboriginal organisations and communities.

The plan for 2024-25 includes meeting with 40 to 50 Aboriginal prescribed bodies corporate, conducting community workshops and developing the Sites of Truth Telling database and mapping system.

The plan also outlines provision of support for selected community-led projects such as nominations of places in the State Register of Heritage Places, memorialisation of massacre or other significant sites, development of interpretive signage, recording of oral histories, surveying and documentation of historic heritage.

The Sites of Truth Telling program demonstrates a commitment to heal relationships with Aboriginal people, restore a voice to their past and promote truth telling.

Heritage Council of Western Australia

The HCWA is the State's expert body on matters of cultural heritage significance. The HCWA, assisted by the Department, works with Western Australians to recognise, conserve, adapt and celebrate our State's unique cultural heritage.

Heritage Education and Information

A series of educational activities were held in this reporting period for key stakeholders, including managers of State-owned heritage assets, property owners and local governments.

Workshops in Collie (July 2023), Albany (November 2023) and Perth (May 2024) covered heritage listings, new guidelines for local planning and assessment of local heritage places, development of heritage places, and the HCWA grants, awards and sponsorships programs. Attendees were also given an overview of Aboriginal cultural heritage and associated legislation.

A second series of workshops used feedback from previous events and focused on presentations on the management and development of significant sites such as Parliament House, Dumas House and the Kalgoorlie Pipeline and the importance of regular maintenance, illustrated by the large winch house at Victoria Quay Fremantle. For local government officers and elected members new to heritage matters, an introduction to heritage conservation, best practice and case studies from the City of Bayswater and City of Fremantle was presented.

Selected content from the workshops relevant to property owners has been made available on the Department's YouTube channel as a reference to support ongoing care and maintenance of heritage buildings.

HCWA Grants Program

The Heritage Grants Program supports Western Australia's heritage places through two primary funding streams: State Heritage Grants and Community Heritage Grants.

In 2023-24, a total of \$1.221 million was awarded to 28 projects across the two streams. Seven major conservation projects received State Heritage Grants funding, focusing on economic recovery, job creation, heritage place reactivation, or disaster mitigation.

The past year saw the successful completion of 39 projects funded by the Program. Among them, nine Community Heritage Grants projects included impactful outcomes, such as the first stage of the Esperance Film Project. Information on the Program and recipients are available [online](#).

Supporting local heritage

In 2023-24, seven local government authorities were awarded a total of \$100,000 in grant funding to engage specialist heritage consultants.

The Department's Local Government Heritage Consultancy Grant Program empowers local governments to update their Local Heritage Survey and Thematic History, ensuring that important cultural sites are preserved. Information on the recipients are available [online](#).



The History of Bob Hawke's House

The State-registered childhood home of Bob Hawke, Australia's 23rd Prime Minister, was officially transferred to the National Trust of Western Australia on 12 November 2023.

The red brick and tile house on Tate Street in West Leederville, is where Bob Hawke lived from age 10 to 24 and where he visited his parents until 1981 when they sold the property. The house has historical and cultural significance as a tribute to Bob Hawke's life and achievements and as an example of a residence from the inter-war period.

The State Government bought the house for \$1.45 million in December 2020, after it was listed for sale by the private owners. It was managed by the Department until it was transferred into the care of the National Trust.

The National Trust of WA will ensure the house is conserved and accessible to the public and that its history is shared and celebrated. The house will become an accommodation facility with short and long-term stays and public open days, where visitors can learn about Bob Hawke's legacy.

Premier Roger Cook and Minister Templeman play cricket in the backyard of Bob Hawke's childhood home with students from Perth Modern School and Bob Hawke College.

RESPONSIBLE LAND MANAGEMENT

The Department provides land use management, administration and approvals on behalf of the State that directly influence the social, economic, environmental and cultural outcomes of individuals and communities on a multi-decade scale. These decisions can be complex, multi-faceted and high-impact for sometimes competing land uses, interests and priorities.

Crown Land Sales

The Department achieved \$15.64 million in Crown land sales in 2023-24, with a strong focus on regional areas. The sales assisted in delivering economic, environmental and social benefits for Western Australia.

Western Australia's Transition to a Global Green Energy Superpower

Hydrogen and renewable energy represent a potentially significant new industry for Western Australia and will support diversification of the State's economy.

The new diversification lease can support the delivery of hydrogen and renewable energy projects on Crown land. It provides a greater range of negotiation options to proponents, pastoralists and native title holders, while supporting mining and pastoral industries and bolstering the State's efforts in climate action and transition towards net zero emissions by 2050.

The Department collaborated with the Department of Jobs, Tourism, Science and Innovation to develop a pathway for large-scale renewable

hydrogen projects under the *Land Administration Act 1997*. The Department is progressing a number of renewable hydrogen projects, with several currently negotiating an option to lease under section 88 of the Act.

With the Environmental Protection (Renewable Energy Proposals) Exemption Order 2023 coming into effect from 8 November 2023, under section 41 of the *Environmental Protection Act 1986*, options to lease can be granted to proponents while the proposal is being assessed by the Environmental Protection Authority.

Carbon Farming

The development of carbon farming opportunities remains a key element of the Western Australian Climate Policy.

In addition to supporting the State's efforts to mitigate climate change, these projects assist in diversifying our economy, provide new employment opportunities in regional areas and scope to rehabilitate degraded lands, as well as to preserve valuable regional biodiversity.

More than 100 carbon farming projects, including some led and/or delivered by Aboriginal parties, have now been registered with the Commonwealth Government's Australian Carbon Credit Unit Scheme over Crown land in Western Australia. Under the enabling *Carbon Credits (Carbon Farming Initiative) Act 2011 (Cth)*, each of these projects must receive the State's Eligible Interest Holder Consent, before being able to receive credits for their on-ground activity. In practice, this consent is provided by the Minister for Lands, on behalf of the Western Australian Government.

Throughout 2023-24, the Department continued its key role in the receipt and detailed assessment of applications for the State's consent, before making recommendations to the Minister for Lands.

Together with the Department of Primary Industries and Regional Development, and with support from other State Government agencies, the Department also continued to lead efforts to develop additional State policies needed to expand the number of carbon farming methods able to be used on Crown land in Western Australia.

Rewiring the Nation – Pilbara Energy Transition

In 2023-24, the Department established a dedicated team to provide tailored land tenure guidance and advice to help deliver the Pilbara Energy Transition Plan. Working closely with Energy Policy Western Australia, the team will provide fit-for-purpose tenure pathways to enable the development of transmission and generation projects.

The Plan seeks to achieve green energy transformation in the Pilbara to support the State Government's decarbonisation target of net zero by 2050, support the delivery of priority common-use transmission infrastructure and facilitate efficient investment in multi-user infrastructure.

Development of relationships with Traditional Owners and native title parties will be pivotal to Aboriginal empowerment and partnering with Aboriginal people through the energy transformation.

Historic Indigenous Land Use Agreements

In April 2024 the Department completed Stage 1 of the El Questro Wilinggin ILUA, with the transfer of El Questro's 2,000-hectare homestead area in freehold to the Wilinggin Aboriginal Corporation.

The historic Agreement will allow for around 165,000 hectares of El Questro, south of Gibb River Road, to be returned to the Traditional Owners, the Ngarinyin people. The Ngarinyin people will hold the area as freehold and Crown reserve.

Under the terms of the Agreement, El Questro Station and Wilderness Park will be leased back to the G'Day Group by the Traditional Owners. As part of the 99-year lease, the tourism operator will contribute to the social and economic growth of the region by providing training, development and employment opportunities for local young people.

The Department is now preparing to implement the final stage of the Agreement, which will see the remaining 163,000 hectares set apart as a Crown reserve and placed under the management of Wilinggin Aboriginal Corporation.



Minister Carey and Minister Reece Whitby with members of the Nanda Aboriginal Corporation at the signing ceremony for the execution of an ILUA for a new conservation estate near Kalbarri National Park and Zuytdorp Nature Reserve.

Plan for our Parks

In 2023-24, the Department continued its work with the Department of Biodiversity, Conservation and Attractions and other State Government agencies to finalise the creation of reserves in support of the State Government's target to establish five million hectares of new national parks, marine parks and other conservation areas under the Plan for Our Parks initiative.

The initiative will create more opportunities for nature-based and cultural tourism, enhance and protect biodiversity conservation and build on Aboriginal joint management and ensure that areas of cultural significance are protected.

Two supporting ILUAs were lodged with the National Native Title Tribunal, combined, with the notification periods commencing on 20 and 31 May 2024 respectively.

Fortescue Nature Reserve consists of approximately 107,077 hectares of land. The first stage of the Class A Reserve is proposed to occur in July 2024, with the second stage to follow upon the resolution of mining tenure over the land. The Reserve will be jointly managed by the Western Australian Conservation and Parks Commission and Karlka Nyiyaparli Aboriginal Corporation.

Meentheena National Park and Meentheena Conservation Park total approximately 202,000 hectares of land. Reservation of the Class A National Park and unclassified Conservation Park is proposed to occur by August 2024. The Reserves will be jointly managed by the Western Australian Conservation and Parks Commission and Nyamal Aboriginal Corporation.

Bushfire Mitigation

A grant of \$15 million has been allocated to continue the State Government's response to manage fuel loads in areas of unallocated Crown land, unmanaged Crown reserves and Crown reserves under the formal care, control and management of participating local governments. The Department is responsible for administering this grant through a separate agreement with the Department of Primary Industries and Regional Development.

The funding will continue to be directed to the Department of Biodiversity, Conservation and Attractions for Crown land located outside of the Perth metropolitan area and regional towns across the State and to the Department of Fire and Emergency Services for distribution to the increasing number of local governments that have identified serious bushfire risk on Crown reserves under their direct management.

Dampier to Bunbury Natural Gas Pipeline

The Department continued to assist the Minister for Lands in administering the *Dampier to Bunbury Pipeline Act 1997* to protect the safety and integrity of existing and future high-pressure gas pipelines within the pipeline corridor. The Act requires the Minister to prioritise and protect the safety of the Western Australian community when considering all future works and/or development within the pipeline corridor. The Department largely manages non-contentious access to the corridor based on technical advice from the relevant pipeline operator.

The Department manages access rights to pipeline operators, regulating and coordinating non-pipeline-related land use and acquiring additional land to be brought into the corridor providing capacity to install additional pipelines to service the future gas supply needs of Western Australia.

Mira Mar Landslide

In 2023-24, the Department led negotiations with landowners to purchase properties impacted by a slow-moving landslide in the suburb of Mira Mar, Albany. Offers to acquire each property were made based on market valuations undertaken by the Valuer General.

All identified landowners in Mira Mar have now reached agreement with the State for the purchase of their properties. Geotechnical assessments have indicated that the landslide is continuing and the Department has engaged specialist contractors to design and undertake stabilisation works in the immediate slip zone.

In addition to property purchases, the Department is undertaking short-term risk management works as a first phase of the remediation process and will continue to work closely with the City of Albany on a long-term solution.

Wittenoom

Historical mining activity has left the Wittenoom region contaminated by asbestos, making it the largest contaminated site in the southern hemisphere.

Spanning over 46,000 hectares, the Wittenoom Asbestos Management Area encompasses the old township, the Wittenoom Gorge, and the Joffre Floodplain. It was officially classified as a contaminated site in 2008.

The State Government's priority is the health and safety of the public and it actively advises against travel to Wittenoom due to the dangers of asbestos exposure. There is no visitor access to the area with all roads leading to the former townsite and the adjacent gorge permanently closed.

Since the implementation of the *Wittenoom Closure Act 2022*, the Government has acquired all the remaining privately owned properties and demolished all above-ground infrastructure.

The cemetery remains in-situ and was not disturbed during the demolition works.

The Wittenoom Steering Committee continues to meet to understand the impacts on people in the Wittenoom Asbestos Management Area and the broader area, and to inform remediation options.

The Department continues to engage with the Banjima people through the Banjima Native Title Aboriginal Corporation in decision-making about future remediation and management strategies for Wittenoom.

Coastal Erosion

On behalf of the WAPC, the Department administers CoastWA – the State Government's strategic response to increasing coastal erosion and inundation impacts on the Western Australian coastline. The program is a collaboration with the Department of Transport. Activities undertaken by the Department include grants, studies and reviews, community engagement, training and education and the provision of technical expertise.

During 2023-24, a six-module training and education program was developed for local governments to increase understanding of coastal

processes and coastal hazard risk management and adaptation planning.

In addition, the Department actively participated in the Inter-Governmental Coastal Hazards Working Group, which continued to progress development of a national collaborative approach, framework and funding approach for coastal hazards.

The CoastWA program is underpinned by State Planning Policy 2.6 State Coastal Planning, which provides land use, development and management guidance for planning in Western Australia's coastal zone. The CoastWA Grants are reported in the WAPC 2023-24 Annual Report.



Cambridge Coastcare has been successful in obtaining Coastwest funds to support its work at Floreat Beach.

DEPARTMENT-MANAGED ATTRACTIONS

Fremantle Prison

The World Heritage-listed Fremantle Prison is an iconic part of Western Australia's cultural heritage, managed and conserved by the Department on behalf of the Minister for Heritage.

The Prison operates as a dynamic heritage precinct, carefully balancing its cultural significance with activities that contribute to its financial sustainability. To foster visitor engagement and generate revenue for maintenance and operations, the Prison provides a diverse range of tourism experiences that include interpretive tours, captivating exhibitions, enticing retail options, a welcoming café and exceptional venue spaces for events.



Key highlights for 2023-24 include:

- large-scale music events including performances by Chic and Nile Rodgers, Jimmy Barnes, Matt Corby, The Cruel Sea, UB40, Xavier Rudd, James Bay, Suzi Quatro, The Angels and Cheap Trick
- Le Diner en Blanc, an elegant outdoor culinary global phenomenon
- \$1.3 million of conservation works, which included:
 - installation of new roofing and drainage, including soak wells and breathing strips, to Terrace Cottages 4 and 6
 - resurfacing the carpark adjacent to the Terrace Cottages plus installing safe pedestrian access and a Department of Fire and Emergency Services hardstand
 - structural stabilisation on the existing timber-post New Division Shelter Shed to allow tour groups to use the shelter, with the space enhanced by interpretation of the original radial yard
 - the installation of sitewide public Wi-Fi
- the accession of 330 historical objects and artefacts into the Fremantle Prison Collection, including donations such as the personal archive of former Superintendent Peter Moore and library books and a painted cell stool donated by the Department of Justice (Casuarina Prison). Significant artworks were purchased for inclusion in the collection, including a portrait of John Button by Sky Parra, a painting by ex-prisoner Neville Gable and three painted stools with landscapes by ex-prisoner Wesly.



Revellers enjoy Le Diner en Blanc at Fremantle Prison.

Cocky Guides at Fremantle Prison

In December 2023, Fremantle Prison welcomed *Cocky Guides*, a tour company offering independent travel experiences for blind and low-vision travellers. The visitors enjoyed a one-hour tour with Karl, a Department employee, who used descriptive language and touch opportunities with building materials to create an inclusive and engaging tour for the group. This was their first trip to Western Australia and it was a well-received experience for them.

A group of blind and low-vision travellers standing in a hallway during a tour of Fremantle Prison.



A guide dog enjoying the Cocky Guides tour of Fremantle Prison.

Visitors Rate Fremantle Prison Best of the Best

Fremantle Prison has been named a Best of the Best Winner, in the 2024 Tripadvisor Travellers' Choice Awards. The Best of the Best is the highest honour, based on reviews and ratings submitted by travellers and collected over 12 months.

Fremantle Prison was placed in the top one per cent of 'things to do' worldwide.

It also ranked ninth in Tripadvisor's Top 10 Traveller's Choice hotspots in Australia for 2024, which included, among other locations, the Sydney Opera House, Tasmania's Mount Wellington and Perth's Kings Park.

See the full list at:

[Tripadvisor Travellers' Choice Awards.](#)

Whiteman Park

Whiteman Park is a unique recreation and conservation reserve that covers more than 3,700 hectares of natural bushland and leisure facilities in Perth's northern suburbs. The park's operation and maintenance are funded by the WAPC and managed by the Department on its behalf.

Whiteman Park is one of the largest metropolitan parks in the world reserved for the community and it also protects the Gngara Water Mound – a major underground drinking water source.

As work progresses on Perth's new Morley to Ellenbrook rail line, Whiteman Park is collaborating with the METRONET project teams for when passenger services commence in early 2025.

Agreement has also been reached for an extension of the tram line connecting the new METRONET Whiteman Park Station with the Whiteman Park Village. Construction is expected to be completed later in 2024 to coincide with the opening of Whiteman Park Station.

Visitation 2023–24

Based on 3.2 people per vehicle, the number of visitors for 2023–24 is estimated at nearly 1.5 million, indicating that Whiteman Park is the most visited attraction in the Swan Valley and one of the most popular attractions in Perth.

Revegetation Programs

Whiteman Park continued its revegetation programs with the assistance of volunteers and corporate groups.

At Mussel Pool, 1,500 plantings were made by Landgate corporate volunteers and park volunteers, with a further 225 large mature and 2,800 regular tree plantings made elsewhere across the park by the Cummins company and park volunteers. The annual National Tree Day community planting event in July 2023 added another 1,000 plants to Whiteman Park.



Events at Whiteman Park

Whiteman Park returned to hosting many community events and celebrations during 2023–24. Activities included MiLi's Markets, Children's Groundwater Festival, Doggie Day Out, EnviroFEST 2024, Ashley and Friends Day and Eid Al Adha.

All these events were well-attended and well-received by the community.



Capital Works Program

The following capital works projects were completed in 2023–24:

- Bike and Footpath Upgrade Program
- Carpark and Road Resurfacing Program
- Limestone firebreak construction
- Public Art and Interpretive Signage Program
- Tram line upgrades to Whiteman Park Village
- Upgrade of emergency/operational two-way radio system
- Plant and equipment upgrades
- Horse Swamp Development Program
- New toilet block construction at Carpark 5a.

Bike and Path Program

Wheelchair access is now available to all areas of the Whiteman Park Village, with the addition of a connecting path adjacent to Carpark 9.

Carpark and Road Upgrades

New carparks, including dedicated accessible carparking spaces, and a bus/coach parking area now provide direct access to the footpath network connecting people to all areas at Mussel Pool, including the Healing Place.

Accessible Facilities

In 2023–24, a new fully accessible toilet block at Carpark 5a was constructed, replacing the ageing toilet block. The new toilet block is close to the Woodland Reserve, near the park's central picnic areas and Whiteman Park Village and adjacent to accessible parking, with ramped access from the carpark and a dedicated universal access toilet.

Revolutions Transport Museum Exhibitions

During 2023–24, the Park's Revolutions Transport Museum created a number of public exhibitions and displayed numerous objects from the Whiteman Collection that have not previously been on public display. Some of the highlights included:

Remembering Lew: 30 Years of the Whiteman Collection

March 2024 marked 30 years since Lew Whiteman passed away and bequeathed his collection to the State. Two displays were installed featuring Lew's favourite saddle, his portrait and a hat, to provide visitors with an opportunity to reflect on his life and legacy.



Into the Deep Blue: Exploration Beyond the Land

In April 2024, the latest temporary exhibition Into the Deep Blue was installed in the museum foyer, showcasing maritime objects held within the Whiteman Collection, including a full dive suit, diver's telephone, air compressor and ship telegraphs.



Cobb & Co Coach and Horse-drawn Wagonette at Government House

Revolutions Transport Museum was invited to participate in the October 2023 and April 2024 Government House Open Days, with the Cobb & Co coach and a horse-drawn wagonette put on display outside. More than 7,000 visitors attended each Open Day weekend.



OUR PEOPLE

Department staff volunteered at the Good Sammy distribution centre in Canning Vale in December 2023.



YOUTH EMPLOYMENT

Graduate Development Program

The Department was selected as a finalist in the 2023 Australia Association of Graduate Employers Awards for the category of Outstanding Integrated Marketing Campaign (Graduate Intake Under 50). Building on this success, six new graduates were welcomed into the second year of our enhanced graduate development program. The 2024 cohort welcomes young talent with qualifications in finance and accounting, history and geography, environmental and conservation sciences, law and international relations, museum and heritage, and architecture.

Following an intensive induction period, the graduates commenced their placement rotations, delving into the broader business and enhancing their knowledge, skills and confidence. In addition to the experiences offered by the Department's Graduate Program, graduates are enrolled in the Public Sector Launch Program. This 10-month initiative is aimed at cultivating a growth mindset and developing the capability of our public sector.

Gap Year Pilot Program

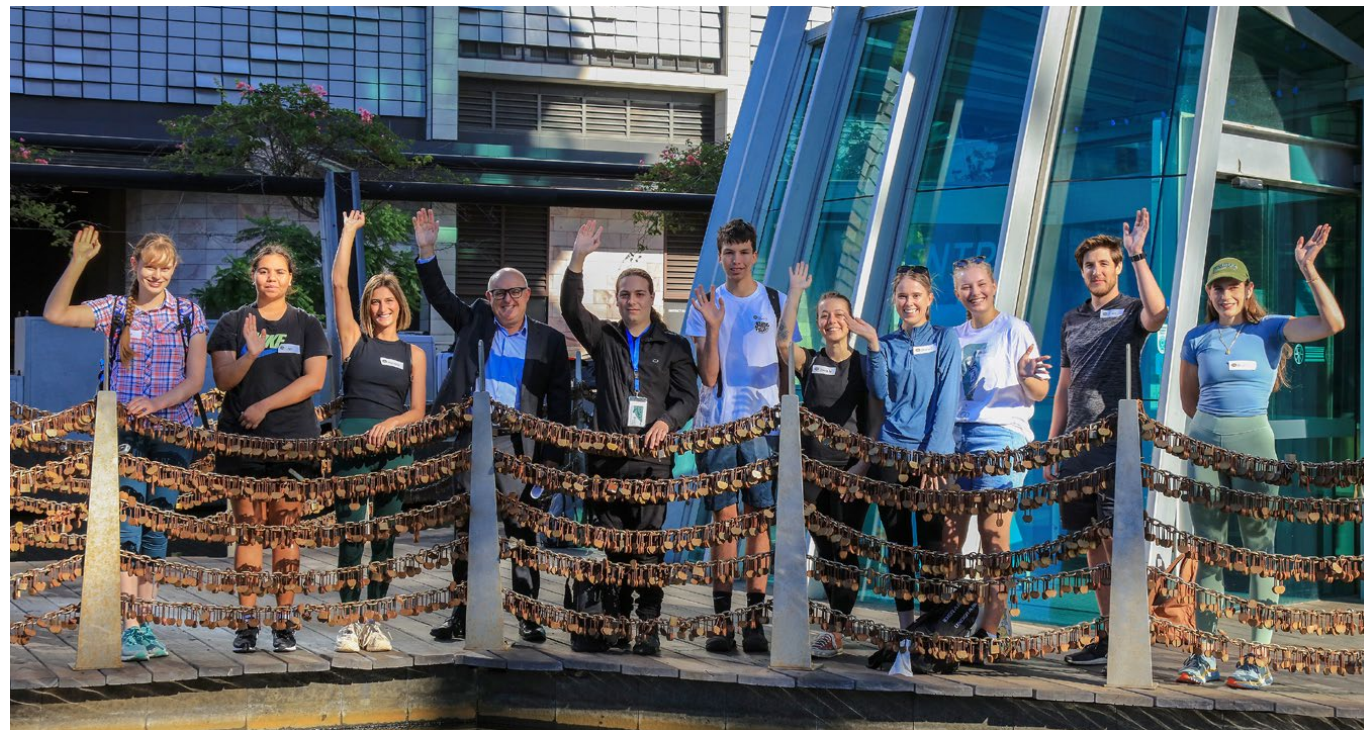
The Gap Year Pilot Program, launched in February 2024, was developed to enhance the Department's employment of youth by fostering grassroots capabilities in four graduating high school students, with a particular focus on our regional offices. The 12-month program is providing hands-on experience in government operations through on-the-job training, along with the completion of a Certificate III in Government.

Digital Public Sector Graduate Program

The Department took part in the Digital Public Sector Graduate Program, which offers graduates the chance to enhance their skills and experience through work on significant digital projects in up to three agencies. Graduates rotating through the Department will learn data analytics and spatial mapping that is used to monitor key demographic data for the State and to support land use planning, Crown land management and heritage information.



Department graduates with data science graduates from the interagency Digital Public Sector Graduate Program.



Graduates and Gap Year participants meeting Director General Anthony Kannis on their first day, before taking part in our Survivor-themed onboarding day. Left to right: Rosie McConigley, Angel Dryden, Matilda O'Neill, Anthony Kannis, Owen Briffa, Dylan Kirkpatrick, Oliva Nelson, Olivia Clark, Bryar Vink, Adam Wheaton and Brianna Ranieri.

Traineeships and Internships

Each year, the Department supports various public sector initiatives that offer young people opportunities to develop their skills and experience in the public sector. The Department continues to participate in the Public Sector's Aboriginal Solid Futures Traineeship Program and School-Based Traineeship Program, which has led to permanent employment for most participants. The Department also provided internships through the University of Western Australia's McCusker Centre for Citizenship and recently welcomed a work experience student at Whiteman Park.



Rahizah Mills, Solid Futures trainee joined by Department staff on her first day of inductions with the Public Sector Commission. Left to right: Dolores Kinsman (Senior Employee Development Officer); Denika Seelander (Aboriginal Employment Officer); Rahizah Mills (Solid Futures Trainee); Wynston Shovellor (Principal Policy Officer, Broome); Kat Neve (Planning Manager).

Partnering with Industry to Promote Careers in Planning

Throughout the year, the Department participated in university open days, metropolitan and regional career expos, and industry events. The goal was to encourage attendees exploring career pathways to consider employment with the public service, and to showcase the diversity of disciplines and roles the Department offers.

At the four-day Careers Expo in Perth, the Planning Institute of Australia joined the Department to discuss careers in planning.

The event provided a highly relevant forum to showcase the work of the Department and the employment opportunities available – including traineeships and graduate programs – to more than 13,000 attendees, including school students, young people and job seekers. The Department's current graduates also shared their experiences and provided valuable advice on the application process, helping to guide the next generation towards careers in the public sector.

Recognition of Service Awards

The Department held a memorable staff day at Whiteman Park in September 2023 to celebrate long-serving staff members.

Matt Darcey, Assistant Director General Land Use Management, presented Recognition of Service Awards to more than 100 recipients. Among them were Jeanne Baker and Peter Wyber, who have each served the public sector for a remarkable 52 years.

Several of the Department's regional staff were in attendance, joining colleagues to receive this well-earned recognition.

The Awards honour individuals who have dedicated 20 or more years of cumulative service or those retiring after 15 or more years of service to the Western Australian public sector.

This ceremony was a poignant reminder of the passion and commitment that our staff bring to the Department, making a lasting impact on the community and the State.

The event also served to raise awareness of R U OK? Day.

STAFF DEVELOPMENT

Employee Development and Leadership Programs

The Department recognises the importance of providing learning, development and leadership opportunities to grow and support a capable, responsive and future-fit workforce.

In 2023–24, the Department's MyPlan performance assessment tool was updated to incorporate elements of the Leadership Expectations framework for the public sector, including an opportunity for managers and employees to reflect on the employee's progress in their leadership behaviours and consider learning and development options to build capability.

The Department also supported a range of learning and development opportunities for employees, including but not limited to Aboriginal Cultural Awareness, Introduction to Project Management and the Learn and Grow program, which provides employees with the opportunity to share information about key work and projects across the Department.

Employees across all levels and diversity groups also benefit from investment by the Department in a range of leadership development opportunities. This includes the Public Sector Management Program and the Public Sector Commission's Elev8, Propel and Women in Executive Leadership Development programs, a range of Institute of Public Administration Australia development programs focusing on developing inclusive leadership, women in leadership and young professionals and the Liquid Learning Women in Leadership Summit.

First Nations Australians Planning Program

The Department established a First Nations Australians Planning Program to attract, recruit and develop Aboriginal and Torres Strait Islander people (First Nations Australians) in land use planning roles, so that a collective knowledge of Country is embedded within Western Australia's land use planning system.

Since its establishment in 2023, the Department has successfully recruited two planning officers. Located in Broome and Kununurra, the officers work with Aboriginal organisations, native title holders and stakeholders across the Kimberley to better understand and interpret the State's planning framework and assist the future growth and development of significant landholdings that can deliver improved outcomes for Aboriginal people.

Principal Policy Officer Wynston Shovellor-Sesar is the Department's first recipient of First Nations Australians Planning Program funding towards his Bachelor of Urban and Regional Planning at Curtin University. Applications are now open for the [2025 scholarship](https://karda.curtin.edu.au/) through Curtin University.

Future students may also be interested in expressing an interest through the Department's Regional North planning team, or through Curtin University's Centre for Aboriginal Studies (<https://karda.curtin.edu.au/>).



Perth Careers Expo. Left to right: Eoghan McElwee (Planning Institute Australia), Matilda O'Neill (Graduate Officer), Brianna Ranieri (Graduate Officer), Caitlyn Saxton (Youth Program Coordinator).



Service Recognition Awards presented to employees who achieved more than 20 years' service in the public sector. The Awards recognised their dedication to the Department's goals and vision and commitment to the public service.

DIVERSITY, ACCESS AND INCLUSION

Our Commitment

The Department is committed to providing an inclusive workplace culture where all staff are valued and recognised for their unique qualities, ideas and perspectives and are supported to reach their full potential. Our values and workplace strategies and initiatives demonstrate our commitment to providing a work environment that values diversity and inclusion.

Workforce and Diversity Plan

The Department's Workforce and Diversity Plan 2024-2027 was launched in early 2024 and incorporates a People and Culture Plan, Recruitment and Retention Plan, Diversity and Inclusion Plan, Regional Employment Plan and Aboriginal Employment Plan.

The plan supports the Department in developing a flexible, capable, adaptable and diverse workforce. It also includes initiatives to address areas outlined within the Public Sector Commission's Workforce Diversification and Inclusion Strategy.

The Department has identified and implemented new ways to attract, retain and develop staff from all diversity backgrounds, including applying various clauses of the *Equal Opportunity Employment Act 1984* to our recruitment advertisements and processes, actively utilising the principles of Commissioner's Instruction 39 for direct employment for diversity groups, and implementing customised employment for people living with disabilities.

During 2023-24, the Department:

- Piloted a customised and accessible employment team to support recruitment of people with disability.
- Piloted a Gap Year Program to provide high school leavers with a 12-month contract targeting diverse and regional applicants.
- Undertook a gender pay gap audit and developed strategies to reduce the Department's gender pay gap.
- Implemented and reported on strategies to remove barriers and increase the representation of women in senior leadership.
- Conducted a review of the Department's cultural learning requirements and launched a new face-to-face Aboriginal Cultural Awareness Program.
- Established a new Aboriginal and Torres Strait Islander Employee Network and annual Aboriginal and Torres Strait Islander staff meeting.

- Developed policies, procedures and training to reinforce zero tolerance for discrimination and harassment and provided clarity to staff on how to raise issues.
- Implemented the Public Sector Commission's Leadership Expectations into the employee lifecycle, which included inclusive leadership.
- Mapped skills and competencies to key specialist roles and diversity groups.

Ensuring we have a diverse and inclusive workplace means we can all benefit from the different talents, experiences and perspectives of those around us. The Department is committed to embedding equity across all functions and to fostering a sense of belonging where every individual feels empowered and confident to bring their 'whole selves' to work.

The following data illustrates the Department's consistent performance against Public Sector Commission targets in workforce diversity and inclusion.

	2025 targets	June 2023 performance	June 2024 performance
Women in senior executive service	50%	38.5%	38.5%
Aboriginal and Torres Strait Islander people	3.7%	3.3%	3.5%
People with disability	5%	3.5%	4.0%
People of culturally and linguistically diverse backgrounds	15.5%	18.2%	16.2%
Youth (age < 24)	5.8%	5.5%	4.7%

Celebrating Diversity

Throughout the year, the Department promoted employee-led diversity and inclusion events and awareness-raising activities, including the International Day of People with a Disability, Pride and International Day for the Elimination of Racial Discrimination. The Department also organised inclusive initiatives including beginner Auslan classes, a session on the importance of Indigenous languages, activations to celebrate PrideFest and training on provision of Acknowledgement of Country before meetings and events.

International Women's Day

In March 2024, the Department celebrated International Women's Day with the theme *Count Her In: Invest in Women*, which emphasised women's economic empowerment for gender equality. Staff heard from senior leaders in the Department who provided insights into their own career barriers and accomplishments. Guest speakers from across the sector presented and participated in a Q&A session. The event concluded with lunch from All Good Grub, an Aboriginal and female-led business, reflecting our commitment to diversity and female-led businesses.

As part of the activities, the Department also supported the Dress for Success professional clothing drive, collecting clothes to empower vulnerable Western Australian women with professional clothing, career tools and the confidence they need to achieve employment.

Wear it Purple Day

To enhance the sense of belonging for all employees, the Department hosted a vibrant and inclusive event to celebrate Wear it Purple Day in August 2023. Partnering with Perth Inner City Youth Service – which specialises in providing support for at-risk LGBTQIA+ youth in the community – staff attended and participated in an inspiring panel discussion that amplified the voices of queer and gender-diverse youth from around Perth.

PrideFEST 2023

The Department celebrated PrideFEST in November 2023, with a series of engaging events, commencing with sensitivity training delivered by Pride in Diversity, shedding light on the challenges LGBTQIA+ individuals face both within and outside the workplace. A trivia night was also held with proceeds benefitting Freedom Centre, a Perth-based support service for LGBTQIA+ youth. Attendees raised over \$660 to support Freedom Centre's vital work.

An informative and entertaining Rainbow Collaborative Panel Discussion, featuring Minister Carey, presented an opportunity for some of the Department's staff members to share their personal insights about embracing their sexuality and gender expressions at work. To cap off the month, the Department hosted its first drag story-time, emphasising the importance of celebrating diversity, inclusion, and creative expression.



Minister Carey, Seth Cohen-Radosevich (Senior Planning Officer) and Stephen Haimes (Senior Executive Support Officer).

Aboriginal and Torres Strait Islander Employee Network

In February 2024, the Department established an Aboriginal and Torres Strait Islander Employee Network. The network, formed through an expression of interest process to all Aboriginal and Torres Strait Islander employees, includes participants from Boorloo (Perth) and from the regions. It was created to provide opportunities for knowledge and experience sharing, collaborative feedback on future initiatives and a connection and support network.

Networking opportunities have proved invaluable with the group acknowledging the challenges they face and celebrating the progress achieved in the workplace – notably through the Department's Reconciliation Action Plan. The network is integral to continuing to drive better reconciliation outcomes in the Department and for creating safe spaces where employees can flourish and excel.

The network will continue to meet regularly and host gatherings annually, creating a deeper appreciation of Aboriginal and Torres Strait Islander peoples' perspectives across the Department.



From left: Santa Cardenia, Aboriginal Employment Officer Barb Culbong, Aboriginal Employment Manager Harley Coyne and Anthony Kannis.

Harmony in Djeran

In April 2024, the Noongar season of Djeran, 140 William Street, Boorloo (Perth), transformed into a hub of sharing and conversations.



Staff at the two-day gathering (left to right) Harley Coyne, Grace McDonald, Sarafina Elliott, Shanine Ryan, Victoria Keeping, Emma Rigby, Samantha Tofts, Andrea Barton, Don Mallard, Fenix Laffar-Mansell, Wynston Shovellor, Krisma May, Rahizah Mills, Chris Della Bona, John Brinkman, Glenn Shaw, Ken Kelly and Ashlee Pinner.

Aboriginal and Torres Strait Islander employees from each of our Department's regional offices gathered on Whadjuk Noongar Country to discuss Department policies and workplans, share resources and celebrate our regional successes.

The two-day gathering celebrated a shared heritage and a glimpse into our collective future. Discussions centred around the crucial role of regional operations and the importance of a shared vision.

The group journeyed into the heart of Noongar country with visits to two significant Aboriginal sites. The Yagan Memorial Park opened in 2010, commemorating the life and times of Yagan, a Noongar leader. His story, much like the land itself, stands as a testament to resilience and a great source of pride for the community.

The group's journey continued to Walylunga National Park, where the past and present merge. Onsite, they engaged with the echoes of history through a detailed viewing of stone

and glass artefacts laid out for viewing amongst the park's ancient natural elements. The group discussed the features of the display in relation to the nearby scatter of artefacts, located close to the Derbarl Yerrigan (Swan River).

The day ended with a smoking ceremony, an enduring cultural rite, with the rising smoke symbolising the group's aspirations and the continuity of tradition.



MULTICULTURAL ACTION PLAN

The Department, and our Boards and Committees, are committed to achieving substantive equality in service delivery and opportunities to improve outcomes for the Western Australian community. We are dedicated to building a more diverse and inclusive workforce, ensuring our employee profile reflects the community we serve.

Our Multicultural Action Plan 2021-2025 guides us toward improving our service delivery, to respond meaningfully and dynamically to the needs of Western Australia's culturally and linguistically diverse (CaLD) population. It is designed to ensure the intended benefits of the State Government's Western Australian Multicultural Policy Framework 2020 are realised, and outlines 27 actions and deliverables that support achievement of the policy priorities outlined in the Framework.

We strive to:

- position the Department as an employer of choice that attracts people aligned with our values and reflective of the community we serve
- create a supportive and inclusive culture
- remove barriers to equal participation in, and enjoyment of, all aspects of society – the social, political, cultural and economic pillars of our community
- facilitate the inclusion and empowerment of members of all communities
- ensure that individual customers' needs are met through provision of high-quality and accessible, professional and culturally responsive policies, programs and services.

Key Achievements in 2023–24

- In March 2024, we recognised the United Nations International Day for the Elimination of Racial Discrimination with various activations throughout the week, including signing the Australian Human Rights Racism: It Stops With Me Campaign.
- Substantive Equality policy outcomes have been incorporated into online modules for the Department's Diversity and Discrimination Mandatory training.
- Introduction of mandatory diversity and prevention of bullying, harassment and discrimination training and bullying in the workplace training for new staff as part of their onboarding process. This was further supported by the promotion of the Office of Multicultural Interests' Diverse WA online training to build cultural capability and will continue to be further promoted.
- Exploring pathways to employment and training programs to encourage diversity in our workplace.

- Launch of the Workforce and Diversity Plan 2024-2027 highlighted key cultural and linguistic data and strategies to ensure the Department continues to become a more diverse and inclusive employer. Some key initiatives and projects outlined relating to diversity, inclusion and equal opportunity include:
 - the development of a Diversity and Inclusion Policy
 - encouraging employees to self-identify to diversity groups
 - roll-out of training related to unconscious bias and prevention of discrimination
 - diversity and inclusion events and activities
 - update to the Department's inclusivity statement as part of the release of the new Workforce and Diversity Plan.

International Mother Language Day

On 21 February 2024, the Department observed International Mother Language Day. Established by UNESCO, the day is designed to educate and promote the diversity of language and encourage the preservation of non-dominant, minority, and indigenous languages.

Racism. It Stops With Me

In April 2024, the Department received confirmation that the Australian Human Rights Commission had accepted our registration to support its 'Racism: It Stops With Me' campaign. The campaign aims to support Australians, particularly those without lived experience of racism, to help understand how racism shapes society and the need for action to address it.

The Department is committed to a culture of zero tolerance for bullying, harassment and discrimination by clearly communicating expectations to all workers, customers and clients. This is supported by training and information including confidential reporting, support for staff and appropriate interventions.

The Department's support of the campaign complements and reinforces the Workforce and Diversity Plan 2024-2027, our Innovate Reconciliation Action Plan 2023-2025 and our Multicultural Action Plan 2021-2025.



No matter how challenging the conversation, we need to talk about racism and the causes of inequality.



By taking a stand against racism, we can build a fair and equal society – for all. Scan the QR code and ask yourself the hard questions.
itstopswithme.humanrights.gov.au



INNOVATE RECONCILIATION ACTION PLAN

The Department values the unique perspectives and experiences of the oldest continuous living culture in the world. Our vision for reconciliation is for our land and places to acknowledge, celebrate and protect the rich histories of local Aboriginal cultures, to see all our employees building strong, collaborative relationships with Aboriginal and Torres Strait Islander peoples and to create more opportunities to help our First Nations people thrive.

The Department is playing a key role to help protect Aboriginal cultural heritage, ensure land is rightfully vested with Traditional Owners, support Aboriginal people to care for and manage their land and provide for truth-telling as part of our State's history.

As a Department, we are also committed to increasing employment of Aboriginal people and supporting training for Aboriginal youth and emerging leaders, improving cultural awareness amongst staff and supporting new supplier arrangements for emerging and established Aboriginal businesses.

The Department's Innovate Reconciliation Action Plan (Innovate RAP) March 2023 to February 2025, captures our commitment to reconciliation. It outlines 19 actions and 86 deliverables, designed to ensure effective service provision between Aboriginal and Torres Strait Islander peoples, Western Australian communities, our staff and stakeholders.

The deliverables are broken down into four key themes: Relationships, Respect, Opportunities and Governance.

To achieve the deliverables within the two-year period, an Innovate RAP Working Group was formed with a committed group of staff members from across the Department.

The Innovate RAP Working Group, alongside appointed associate members for each deliverable theme, continues to be an important driver in the journey to fulfilling our commitments.

Achievements in 2023–24 include:

- the appointment of a dedicated Project Coordinator to support the Innovate RAP Working Group and help drive the actions and deliverables
- hosting a joint NAIDOC Week event with other State Government agencies as well as internal NAIDOC Week and National Reconciliation Week events
- development and promotion of a calendar of significant dates and events for Aboriginal and Torres Strait Islander peoples
- adopting the artwork of Peter Farmer II, commissioned for the Department, to design polo shirts for staff
- continued participation in Reconciliation WA's National Reconciliation Week Street Banner Program, sponsoring five banners located in Forrest Place, Perth, as well as regionally in Port Hedland, Kalgoorlie-Boulder, Bunbury and Albany.

The Innovate RAP Working Group will continue to deliver against the remaining deliverables.



Perth Office gets wRAPped!

On 24 May 2024, the Department unveiled new wall art in the Perth office. Using the Department's commissioned artwork by Peter Farmer II, the Innovate RAP Working Group engaged Aboriginal businesses Nani Creative and Blackline Industries to create a piece that displays our continuing connection and celebration of Aboriginal culture.

Peter uses his artwork to educate and build understanding for culture. The artwork created for the Department, titled Keip Djooroot (water tracks/path), is used to depict waterlines, regions and tracks of the State, areas the Department is deeply connected to.



DISABILITY ACCESS AND INCLUSION PLAN

With more than 410,000 people living with disability in Western Australia, and about 230,000 carers, the Department is committed to inclusiveness and accessibility of services and facilities to people with disability, their families and their carers.

The Department's Disability Access and Inclusion Plan 2023-2028 was developed in consultation with community members, staff and associated committees and boards, with stakeholders asked to provide their feedback through community and staff surveys. The Plan was launched in December 2023 and outlines seven access and inclusion outcomes to ensure people with disability have equal opportunities.

The Plan guides our decision-making and actions, enabling continuous improvement both through our service delivery and our contribution to community outcomes.

The Plan will be implemented over five years. Specific initiatives will be delivered through operational plans and will involve Department staff working collaboratively across divisions and the public sector to deliver practical improvements to advance the Plan outcomes.

The Department made good progress on a number of actions in the Implementation Plan during 2023-24.

Employment

With one of the key areas of the plan being a focus on increasing employment opportunities for people with disability within the Department, we are investing in strategies to become an employer of choice to attract employees who align with our values and better reflect the diversity of the communities we serve.

The Department's commitment to diversity is evident through its strategic initiatives. The upcoming Customised and Accessible Employment Guideline and Manager's toolkit aims to significantly improve employment outcomes for people with a disability.

Physical workplace modifications such as adjustable ergonomic desks and accessible toilets, in addition to programs like Deaf Awareness Training and Disability Awareness Training further demonstrate the Department's pledge to an inclusive, equitable workplace.

Regional office refurbishment

The Albany office was refurbished to improve disability accessibility. This is the second stage of refurbishment that included a new accessible entry from street level, a customer service desk with wheelchair accessibility and an entry gate and doors into the office and meeting room areas.

Meet Rick

"In 2023, I applied for the position of Administrative Assistant within the Department of Planning, Lands and Heritage, via APM, an agency that was helping me to find a suitable role. I was nervous that my condition, cerebral palsy, would hinder me from being given a fair go. The Department eased my worries and made me feel supported by offering to accommodate any special

requirements I had throughout the interview process. I was happy to hear that I had been offered a 12-month contract with the Department. On my first day, I was introduced to some friendly faces and provided a desk and computer setup that were comfortable to use. My manager regularly checks in with me to ensure I have everything I need to excel in my role.

After a few months of working at the Department, I knew it was somewhere I would like to stay long-term.

There were plenty of opportunities to apply for permanent roles and in April 2024 I was delighted to be offered a promotion and permanent position.

I have learned a lot working at the Department and cannot speak highly enough of my supportive and inspiring colleagues. I would encourage anyone who is concerned about how their disability might affect their work to apply for a role within the Department."



Left to right: Charlotte Flatt (Executive Manager), Rick and Kathy Bonus (Chief Planning Advisor).

Disability Access and Inclusion Plan 2023-2028 Access and Inclusion Outcomes

- 1 Access our services and events
- 2 Access our buildings and facilities
- 3 Access our information readily
- 4 Receive the same level and quality of service from our staff
- 5 Make complaints
- 6 Participate in any public consultation we undertake
- 7 Obtain and maintain employment with us

OCCUPATIONAL SAFETY, HEALTH AND INJURY MANAGEMENT

Our Commitment

The Department is committed to providing and maintaining a safe and healthy work environment for all our employees, contractors and visitors. This is emphasised through our Work Health and Safety (WHS) Statement of Commitment, the Department’s WHS Policy and newly implemented WHS Management System across the Department to effectively manage workplace risks and incidents.

WHS is a standing agenda item at all Corporate Executive and senior management meetings, commencing with a safety health and wellness share, encouraging staff to identify and reflect on recent WHS achievements and areas for improvement. Our Safety Health and Wellness Committee met quarterly throughout 2023-24, providing a forum to facilitate consultation between management and workers on safety matters.

Health and Safety Performance Indicators

The Department is committed to building and fostering a strong safety culture for employees, contractors and visitors. Our WHS Management System forms part of our Business Management System and is currently being reviewed against the requirements of Australian Standards AS/NZS 4801:2001 and ISO 45001. The WHS Management System is supported by our commitment to enhance the Department’s safety culture and ensure safety governance, strategy and operations to improve

compliance around the requirements of the *Work Health and Safety Act 2020*, *Workers’ Compensation and Injury Management Act 2020*, and relevant regulations.

Key Initiatives in Managing Workplace Incidents and Hazards

The Department undertook a comprehensive ‘All Hazards’ safety risk assessment in 2023-24. Considerable progress has been made in the development of a WHS improvement action plan that addresses the findings in the risk assessment report and previous audit actions and closing out recommendations.

In June 2024, a consolidated incident management system, Donesafe, was implemented with training provided to relevant employees.

The system enables employees, line managers and Health and Safety Representatives to actively engage in incident investigations, risk assessment, risk rating and the implementation of suitable resolution actions. Matters with a risk rating above high are automatically escalated to senior management for their attention and resolution as required.

Safety reports generated by Donesafe will enable hazard and incident management trend analysis, which positively contributes towards the evaluation, gap analysis and improvement of our WHS Management System.

The Department conducted the People at Work psychosocial hazard survey aimed at assessing key psychosocial hazards and factors associated with poor worker mental health and wellbeing. The WHS team has developed a manager’s toolkit that provides an overview of psychosocial hazards in the workplace and identifies mitigation controls to assist managers.

The current WHS induction modules for workers and line managers have been reviewed and further information for identification and mitigation of psychosocial hazards and risks has been added.

Education

In 2023-24, the Department held WHS-related training programs including:

- asbestos awareness training
- WHS Awareness training for employees
- WHS Awareness training for Managers and the Corporate Executive
- first aid training including Remote First Aid training for staff travelling and residing in regional locations
- fire warden training
- Health and Safety Representative training
- 4WD training for regional staff.

Performance Reporting

Measures	Results			Targets	Comments about Targets
	Base Year	Prior Year	Current Reporting Year		
Number of Fatalities	0	0	0	0	Achieved. There have been no work-related fatalities over the past three financial years.
Lost time injury and disease incidence rate	1.45%	0.53%	0.19%	0 or 10% reduction in incidence rate	Achieved. Preventative and proactive hazard and incident management strategies continue to be adopted to mitigate risk of harm and reduce injuries.
Lost time injury and severity rate	0	60%	0	0 or 10% reduction in severity rate	Achieved. Considerable work has been undertaken in injury prevention and management.
Percentage of injured workers returned to work within 13 weeks	50%	25%	100%	Greater than or equal to 80%	Achieved. Early intervention injury management strategies continue to be implemented when handling complex injuries.
Percentage of injured workers returned to work within 26 weeks	50%	50%	100%	Greater than or equal to 80%	Achieved. The Department is committed to supporting injured workers with complex claims to return to their roles.
Percentage of managers trained in WHS injury management responsibilities, including refresher training within three years	79%	92%	80%	Greater than or equal to 80%	Achieved. Annual WHS refresher training for managers is closely monitored for compliance.

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

Family and Domestic Violence

The Department is committed to providing a supportive workplace for employees who are experiencing and/or disclosing Family and Domestic Violence (FDV). Nominated FDV contact officers within the Department will provide impacted employees with a referral to the Employee Assistance Program, immediate access to confidential, in-house information and support, and can assist employees to access professional support services, paid leave and safety management planning.

COMPLIANCE WITH PUBLIC SECTOR STANDARDS AND ETHICAL CODES

Promoting Compliance with Public Sector Standards and Codes

In August 2023, the Department released a new Integrity Framework that sets out our plan to build and maintain the trust of the community we serve by operating at the highest level of integrity and accountability. Outlined in the Framework are the instruments, processes, roles and responsibilities that guide how we practise, manage and account for integrity.

The Department facilitates monthly face-to-face Accountable and Ethical Decision-Making workshops to support new and existing employees. This training familiarises employees with the Department's Code of Conduct and the Integrity Framework and is supported with case studies that are relevant to the Department.

In May 2024, the Department released its Prevention of Bullying and Harassment Policy and Procedure. In addition to online all-staff training, mandatory face-to-face training for managers will also be delivered.

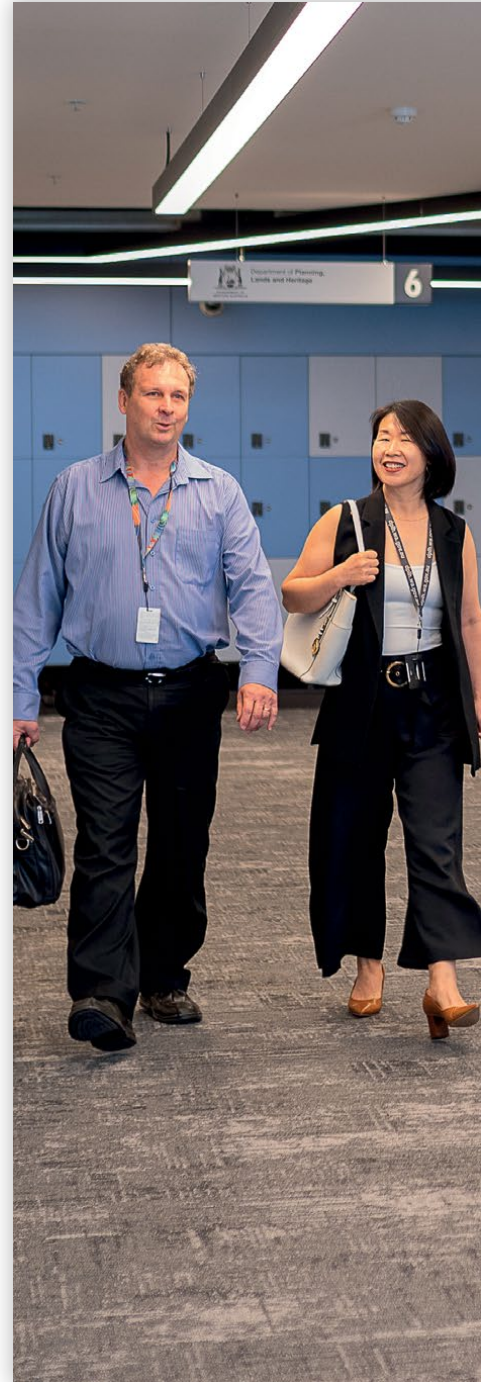
Breach of Code Claims

During the annual report period, there were eight breaches of the Public Sector Code of Conduct or the Department Code of Conduct. The Department continues to evaluate the outcomes and findings of these breaches and, where required, make improvements to processes and procedures to increase governance and accountability in this area.

Breach of Standard Claims

During the annual report period, no breach of standard claims were forwarded to the Public Sector Commission.

The Department continues to monitor and evaluate its recruitment, selection and appointment practices to ensure fairness, equity, transparency and merit is applied to all processes and improvements are made to increase effectiveness and outcomes in this area.



Department of **Planning,
Lands and Heritage**

Code of Conduct

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This document is available in alternative formats, upon request.

DISCLOSURES AND LEGAL COMPLIANCE



GOVERNMENT POLICY REQUIREMENTS

Audit and Risk Management Committee

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

The ARMC provides structured oversight of governance, risk management, compliance and internal control practices applicable to financial and non-financial operations across the Department, the WAPC, HCWA and the AAPA.

It operates in accordance with its approved Terms of Reference, in alignment to audit committee good practice and in compliance with Treasurer's Instruction 1201. It is independently chaired, has a majority of external members and met quarterly throughout the year.

A key focus area during 2023-24 was to monitor progress to address the Office of Auditor General financial statement qualifications.

Asbestos Management

With responsibilities for land and asset management, the Department continued its work on the implementation of activities against the National Strategic Plan for Asbestos Awareness and Management 2019-2023 and commenced preparation for agreement on the draft Asbestos National Strategic Plan Phase Three 2024-2030.

Work has commenced on scoping implementation priorities with the examination of a register and management plan for known and suspected built assets containing Asbestos Containing Material (ACM) across Crown assets, the ALT estate and WAPC portfolio. This work complements the existing ACM investigations and removal (where relevant to do so) undertaken on properties being considered for potential divestment.

Hazardous building material assessments were undertaken this year on 15 buildings on the ALT estate. The Department also completed ACM removal and demolition of one fire-damaged building (also on the ALT estate), undertook ACM removal from two buildings located on Crown land and completed the demolition of 26 buildings containing ACM. Surficial ACM was also removed and disposed of from a further 20 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 2023-24, the Department reported potential ACM on 17 Crown land sites and three ALT sites to the Department of Water and Environmental Regulation.

The Department also commissioned a total of eight environmental investigation contracts in 2023-24, which included ACM assessment and/or remediation works on Crown land or the ALT estate.

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

MINISTERIAL DIRECTIONS

No ministerial directions were received during the financial year.

OTHER FINANCIAL DISCLOSURES

Pricing Policies of Services Provided

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

Major Capital Projects

Project	Expected year of completion	Remaining cost to complete as at 30 June 2024 (estimated)	Total cost of project (estimated)
		\$'000	
Accommodation Refurbishment and Sustainability Initiatives	2027-2028	\$2,561	\$7,539
Fremantle Prison Restoration	2025-2026	\$5,811	\$9,172
ACHKnowledge Phase 2	2024-2025	\$4,954	\$8,400
ICT Asset Replacement	2027-2028	\$2,748	\$23,056
ICT Infrastructure	2027-2028	\$4,400	\$30,076
Planning Online Program	2024-2025	\$5,854	\$16,979
Kimberley Recovery Housing and Community Roads Package*	2025-2026	\$21,439	\$21,439
Mira Mar Landslide	2024-2025	\$6,700	\$9,900

* This is a project split between the Department and the Department of Communities, with work and funding currently being managed by Communities. It is anticipated that spending will occur in the next financial year.

Number of Employees

Staff profile	2024	2023
Full Time Equivalent (FTE)	1,035.17	949.3
Headcount – Full-time permanent	713	649
Headcount – Full-time fixed term	132	135
Headcount – Part-time permanent	200	184
Headcount – Part-time fixed term	44	44
Employees seconded out	28	21
Employees seconded in	22	19

OTHER LEGAL REQUIREMENTS

Act of Grace Payments

During the reporting period there was one Act of Grace payment of \$706,000 made under the authority of the Minister for Lands.

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 2023-24, there were 28 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.

Aggregate amount of personal use expenditure for the reporting period	\$1,954.40
Aggregate amount of personal use expenditure settled by the due date (within 5 working days)	\$1,302.84
Aggregate amount of personal use expenditure settled after the due date (after 5 working days)	\$651.56
Aggregate amount of personal use expenditure remaining unpaid at the end of the reporting period	Nil
Number of referrals for disciplinary action instigated by the Department during the reporting period	Nil

Expenditure on Advertising, Marketing, Research, Polling, and Direct Mail

In accordance with section 175ZE of the *Electoral Act 1907*, the Department incurred the following expenditure in advertising, market research, polling and direct mail. Total expenditure for 2023-24 was \$627,184 with most advertising related to statutory requirements to support public consultation, venue and event promotions, recruitment, sale and leasing opportunities.

Expenditure	Amount (\$)
Advertising agencies	Nil
Market research agencies	Nil
Polling organisations	Nil
Direct mail organisations	Nil
Media advertising organisations	
Initiative Media *	530,255
LinkedIn Corporation	4,379
Facebook	15,616
Other	76,934
Grand total	627,184

* To support implementation of the *Aboriginal Cultural Heritage Act 2021*, the Department collaborated with the Department of the Premier and Cabinet to implement a public awareness campaign. Advertising expenditure of \$123,896 for this campaign has been reported in the DPC 2023-24 Annual Report.

Recordkeeping

The Department is committed to a good record management system that supports informed policy and decision-making, ensuring information is preserved and accessible for the benefit of present and future generations. It enables the Department to demonstrate that information is being created, used, maintained and disposed of ethically and with integrity.

In line with the *State Records Act 2000*, the Department submitted an amended Recordkeeping Plan for approval by the State Records Commission in June 2024. In preparing its new Recordkeeping Plan, some areas for improvement were identified with strategies, actions and timeframes to achieve these outlined within the plan.

The Department is currently reviewing its Recordkeeping Policy and will shortly deliver an Information Management Policy, and supporting procedures, around records management and the digitisation of source records. These policies and procedures will give officers a better understanding of their recordkeeping roles and responsibilities. The current Recordkeeping Policy is available to all staff through the Department’s intranet.

The Department provides mandatory training to support records management. The online Records Awareness Training course is mandatory for all new officers, with refresher training to be completed every two years. The online training course has been reviewed and updated to ensure the records management advice is current and the content accurately reflects the Electronic Document Records Management System design.

The Department’s Recordkeeping Plan incorporates the functions of the WAPC, HCWA and the AAPA.

BOARD AND COMMITTEE REMUNERATION

Aboriginal Cultural Heritage Council

The Aboriginal Cultural Heritage Council was established under section 202(1) of the ACHA 2021. The Council’s functions included advising the Minister for Aboriginal Affairs on Aboriginal cultural heritage matters, promoting awareness of Aboriginal cultural heritage and the role of Aboriginal people in the management of Aboriginal cultural heritage, oversight of the Aboriginal cultural heritage management system, mediating negotiations between proponents and Aboriginal

parties, considering applications for Aboriginal cultural heritage permits and management plans, designating local Aboriginal cultural heritage services, providing advice and taking appropriate action in relation to Aboriginal ancestral remains and secret or sacred objects, making recommendations regarding prohibition orders and remediation orders, and establishing and maintaining the Aboriginal Cultural Heritage Directory.

The Council served until 15 November 2023, at which point the ACHA 2021 was repealed and an amended AHA came into effect. The membership of the Council transitioned into the Aboriginal Cultural Heritage Committee ensuring a continuous knowledge transition between the two pieces of legislation.

Position	Name	Type of remuneration	Period of membership	Base salary / sitting fee *	Gross remuneration	Meetings attended
Co-Chairperson	Irene Stainton	Annual	5 months	\$31,750	\$13,511	6
Co-Chairperson	Ken Wyatt	Annual	5 months	\$31,750	\$14,843	4
Member	Mark Bin Bakar	Annual	5 months	\$17,462	\$7,693	4
Member	Merle Carter	Annual	5 months	\$17,462	\$7,431	3
Member	Graham Castledine	Annual	5 months	\$17,462	\$8,609	5
Member	Debbie Fletcher	Annual	5 months	\$17,462	\$8,609	5
Member	Jonathon Griffin	Nil	5 months	N/A	-	5
Member	Belinda Moharich	Annual	5 months	\$17,462	\$8,609	5
Member	Denzyl Moncrief	Annual	5 months	\$17,462	\$8,163	4
Member	Karen Oborn	Nil	5 months	N/A	-	4
Member	Mr Walley (deceased)	Annual	5 months	\$17,462	\$8,727	4

* Members are entitled to an additional sitting fee of \$459 per meeting if they act as the Chair.

Aboriginal Cultural Heritage Committee

The ACHC was established under section 28(1) of the amended AHA that came into effect on 15 November 2023, following the repeal of the ACHA 2021. The ACHC evaluates the importance of Aboriginal cultural heritage places and objects and makes recommendations to the Minister for Aboriginal Affairs regarding these, as well as providing advice to the Minister for Aboriginal Affairs on other Aboriginal cultural heritage matters as relevant under the AHA.

The ACHC is guided by its Charter and its responsibilities as defined in the amended AHA.

Under the amended AHA, an officer of the Department is appointed (by the Chief Executive Officer) to be the Registrar of Aboriginal Sites. The function of the Registrar is to administer the day-to-day operations of the ACHC and perform such other functions as are allocated to the Registrar by the amended AHA.

The ACHC meets twice monthly, except in January and December.

Position	Name	Type of remuneration	Period of membership	Base salary / sitting fee *	Gross remuneration	Meetings attended
Co-Chairperson	Irene Stainton	Annual	8 months	\$31,750	\$21,618	10
Co-Chairperson	Ken Wyatt	Annual	8 months	\$31,750	\$21,618	8
Member	Mark Bin Bakar	Annual	8 months	\$17,462	\$10,711	3
Member	Merle Carter	Annual	8 months	\$17,462	\$11,889	4
Member	Graham Castledine	Annual	8 months	\$17,462	\$11,889	10
Member	Debbie Fletcher	Annual	8 months	\$17,462	\$11,889	8
Member	Jonathon Griffin	Nil	8 months	N/A	-	10
Member	Belinda Moharich	Annual	8 months	\$17,462	\$11,889	8
Member	Denzyl Moncrief	Annual	8 months	\$17,462	\$11,889	10
Member	Karen Oborn	Nil	8 months	N/A	-	8
Member	Mr Walley (deceased)	Annual	6 months	\$17,462	\$8,917	0

* Members are entitled to an additional sitting fee of \$459 per meeting if they act as the Chair.

Aboriginal Cultural Material Committee

The APMC was established under section 28(1) of the AHA. The APMC’s primary role was to determine which Aboriginal heritage places met the criteria under section 5 of the AHA for inclusion on the Register of Places and Objects, and to make recommendations to the Minister for Aboriginal Affairs as to whether consent should be granted to section 18 notices.

The APMC also advised the Registrar of Aboriginal Sites as to whether section 16 approval should be given for research purposes. Its functions included evaluating, on behalf of the community, the importance of places and objects alleged to be associated with Aboriginal persons, recording and preserving the traditional Aboriginal lore related to such places and objects.

It also advises the Minister for Aboriginal Affairs on any question referred to the APMC, and generally on any matter related to the purposes of the AHA.

The APMC entered a ‘transitioning out’ phase from 1 July 2023 due to the proclamation of the ACHA 2021 with its last meeting held in October 2023.

Position	Name	Type of remuneration	Period of membership	Base salary / sitting fee ⁽¹⁾	Gross remuneration	Meetings attended
Chairperson	Vanessa Kickett	Sitting Fee	1 month	\$26,147	\$3,290	1
Member	Merle Carter	Sitting Fee	4 months	\$680 full day \$442 half day	\$1,769	3
Member	Tony Castelli	Nil (Ex-officio)	4 months	N/A	-	3
Member	Matt Darcey / Vaughan Davies	Nil (Ex-officio)	4 months	N/A	-	3
Member	Lindsay Dean	Sitting Fee	4 months	\$680 full day \$442 half day	\$1,955	4
Member	Deanne Fitzgerald	Nil (Ex-officio)	4 months	N/A	-	1
Member	David Raftery	Nil (Ex-officio)	4 months	N/A	-	4
Member	Irene Stainton	Sitting Fee	4 months	\$680 full day \$442 half day	\$1,769	3

Notes

⁽¹⁾ Sitting fees are current from 21 September 2023

Previous Sitting Fees

Chair: Base salary \$22,738

Member: \$591 per meeting over 4 hours / \$384 per meeting up to 4 hours

Board of Valuers

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

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

During the 2023-24 financial year, the Board has undergone a change with the memberships of former Chairperson Ross Hughes and Matthew Garmony ceasing.

The new Board Chairperson is Andrea Constable and Rowan Hemsley has been appointed as a new member of the Board.

Position	Name	Type of remuneration	Period of membership	Base salary / sitting fee ⁽¹⁾	Gross remuneration ⁽²⁾	Meetings attended
Chairperson	Ross Hughes (until May 2024)	Sitting fee	11 months	\$563 full day \$266 half day	\$510	1
Chairperson	Andrea Constable (since June 2024)	Sitting fee	1 month	\$563 full day \$266 half day	-	0
Member	Matthew Garmony (until May 2024)	Sitting fee	11 months	\$366 full day \$238 half day	\$355	1
Member	Kate Bingham	Sitting fee	12 months	\$366 full day \$238 half day	\$355	1
Member	Kirsty Lane	Sitting fee	12 months	\$366 full day \$238 half day	\$355	1
Member	Rowan Hemsley	Sitting fee	1 month	\$366 full day \$238 half day	-	0

Notes

⁽¹⁾ Sitting fees are current from January 2024.

Previous Sitting Fees

Chair: \$350 per meeting, over 4 hours / \$230 per meeting, up to 4 hours

Member: \$240 per meeting, over 4 hours / \$160 per meeting, up to 4 hours

⁽²⁾ Gross Remuneration includes payment for one meeting held in June 2023, paid in 2023-24, and one meeting held in December 2023 paid at the previous sitting fee.

Development Assessment Panels

Development Assessment Panels (DAPs) are independent bodies established to determine development applications within a certain type and value threshold through consistent, accountable, and professional decision-making. Gross remuneration includes sitting fees, training fees and superannuation as per Schedule 1 of the Planning and Development (Development Assessment Panels) Regulations 2011.

DAP Sitting Fees	Fee
Presiding Member	
Per meeting to determine development applications	\$700
Per meeting to determine applications to amend or cancel determination	\$200
Attendance at a SAT proceeding	\$700
Determine dispute as to compliance with Notice	\$200
Member	
Per meeting to determine development applications	\$425
Per meeting to determine applications to amend or cancel determination	\$100
Attendance at a SAT proceeding	\$425
Other	
DAP Member training	\$400
DAP Member re-training	\$200

Since 1 March 2024, the DAP Executive Director must designate a Specialist DAP member to sit as the Presiding member for each meeting of a DAP. Prior to 1 March 2024, the Minister for Planning appointed a DAP Member to the role of Presiding Member on a specific DAP.

Position	Name	Period of membership	Gross remuneration
Specialist DAP Member	Tony Arias	12 months	\$35,409
Specialist DAP Member	Lindsay Baxter	12 months	\$14,709
Specialist DAP Member	Ian Birch	12 months	\$10,990
Specialist DAP Member	Sheryl Chaffer	12 months	\$4,246
Specialist DAP Member	Rachel Chapman	12 months	\$11,054
Specialist DAP Member	Brian Curtis	12 months	\$2,360
Specialist DAP Member	Diana Goldswain	12 months	\$7,189
Specialist DAP Member	Rene Haeren	12 months	\$3,552
Specialist DAP Member	Jason Hick	12 months	\$14,735

Position	Name	Period of membership	Gross remuneration
Specialist DAP Member	Clayton Higham	12 months	\$36,880
Specialist DAP Member	Kanella Hope	12 months	\$10,018
Specialist DAP Member	Karen Hyde	12 months	\$26,890
Specialist DAP Member	Jacqueline Jurmann	12 months	\$444
Specialist DAP Member	Eugene Koltasz	12 months	\$45,510
Specialist DAP Member	Paul Kotsoglo	12 months	\$1,388
Specialist DAP Member	Peter Lee OAM	12 months	\$4,247
Specialist DAP Member	Francesca Lefante	12 months	\$36,408
Specialist DAP Member	Lee O'Donohue	12 months	\$26,113
Specialist DAP Member	Justin Page	12 months	\$10,379
Specialist DAP Member	Gabriela Poezyn	12 months	\$7,632
Specialist DAP Member	Neema Premji	12 months	\$15,069
Specialist DAP Member	Jarrold Ross	12 months	\$3,164
Specialist DAP Member	Shelley Shepherd	12 months	\$944
Specialist DAP Member	John Syme	12 months	\$37,574
Specialist DAP Member	John Taylor	12 months	\$1,888
Local Government DAP Member	Cr Aaron Adams	12 months	\$222
Local Government DAP Member	Cr Carol Adams	7 months	\$1887
Local Government DAP Member	Cr Sarah Alexander	12 months	\$444
Local Government DAP Member	Cr Tallan Ames	12 months	\$222
Local Government DAP Member	Cr Bradley Anderson	9 months	\$444
Local Government DAP Member	Cr Claire Anderson	7 months	\$472
Local Government DAP Member	Cr Ben Andrew	5 months	\$1,388
Local Government DAP Member	Cr Kaara Andrew	4 months	\$944
Local Government DAP Member	Cr Brett Angwin	5 months	\$444
Local Government DAP Member	Cr Caren Baayens	5 months	\$1,499
Local Government DAP Member	Cr Andrew Baird	5 months	\$444
Local Government DAP Member	Cr Linda Balcombe	12 months	\$2,109
Local Government DAP Member	Cr Leigh Ballard	12 months	\$222
Local Government DAP Member	Cr Glynis Barber	5 months	\$444
Local Government DAP Member	Cr Catherine Barlow	12 months	\$1,166
Local Government DAP Member	Cr Christine Barrett	12 months	\$444

Position	Name	Period of membership	Gross remuneration
Local Government DAP Member	Cr Megan Beagley	12 months	\$222
Local Government DAP Member	Cr Karen Beale	5 months	\$444
Local Government DAP Member	Cr Fergus Bennett	12 months	\$2,359
Local Government DAP Member	Cr Michael Bennett	7 months	\$472
Local Government DAP Member	Cr Roger Bilney	5 months	\$444
Local Government DAP Member	Cr David Binks	12 months	\$1,637
Local Government DAP Member	Cr Greg Boland	5 months	\$444
Local Government DAP Member	Cr David Bolt	7 months	\$111
Local Government DAP Member	Cr Aaron Bowman	12 months	\$2,553
Local Government DAP Member	Cr Julia Boyle	12 months	\$222
Local Government DAP Member	Cr Gina Boyne	12 months	\$222
Local Government DAP Member	Cr Blane Brackenridge	5 months	\$1,055
Local Government DAP Member	Cr Graham Broad	12 months	\$222
Local Government DAP Member	Cr Cheryle Brown	5 months	\$444
Local Government DAP Member	Cr Sharon Brown	5 months	\$444
Local Government DAP Member	Cr Todd Brown	5 months	\$1,388
Local Government DAP Member	Cr Lorna Buchan	12 months	\$3,524
Local Government DAP Member	Cr Donelle Buegge	5 months	\$444
Local Government DAP Member	Cr Richard Burges	12 months	\$444
Local Government DAP Member	Cr Kylie Burrell	5 months	\$444
Local Government DAP Member	Cr Michelle Campbell	5 months	\$2,331
Local Government DAP Member	Cr Craig Carbone	12 months	\$2,172
Local Government DAP Member	Cr Georgie Carey	12 months	\$222
Local Government DAP Member	Cr Peter Carter	12 months	\$4,246
Local Government DAP Member	Cr Steven Carter	12 months	\$222
Local Government DAP Member	Cr Lee Casson	7 months	\$916
Local Government DAP Member	Cr Alex Castle	12 months	NIL
Local Government DAP Member	Cr Jennifer Catalano	5 months	\$1,859
Local Government DAP Member	Cr Nicholas Chandler	12 months	\$222
Local Government DAP Member	Cr Julie Chester	12 months	\$444
Local Government DAP Member	Cr Mikkel Christensen	5 months	\$444
Local Government DAP Member	Cr Bryan Close	12 months	\$916

Position	Name	Period of membership	Gross remuneration
Local Government DAP Member	Mayor Jeremiah Clune	8 months	\$2,331
Local Government DAP Member	President Robert Coales	5 months	NIL
Local Government DAP Member	Cr Sonet Coetzee	5 months	\$1,637
Local Government DAP Member	Cr Rebecca Coghlan	12 months	\$1,748
Local Government DAP Member	Cr Amy Collins	4 months	\$472
Local Government DAP Member	Cr Natasha Colliver	12 months	\$1,415
Local Government DAP Member	Cr Mel Congerton	8 months	\$472
Local Government DAP Member	Cr Christopher Connaughton	12 months	\$694
Local Government DAP Member	Cr Lisa Cooper	7 months	\$500
Local Government DAP Member	Cr Phoebe Corke	12 months	\$1,166
Local Government DAP Member	Cr Adam Cottrell	12 months	\$916
Local Government DAP Member	Cr Jemma Counsel	5 months	\$444
Local Government DAP Member	Cr Katherine Cox	5 months	\$916
Local Government DAP Member	Cr Diane Cream	5 months	\$444
Local Government DAP Member	Cr Glenn Cridland	12 months	\$3,587
Local Government DAP Member	Cr Paula Cristoffanini	12 months	\$1,166
Local Government DAP Member	Mayor Phill Cronin	7 months	\$472
Local Government DAP Member	Cr Scott Crosby	5 months	\$444
Local Government DAP Member	Cr Holly Cusack	12 months	\$444
Local Government DAP Member	Cr Frank Cvitan	4 months	\$1,526
Local Government DAP Member	Cr Alexis Davy	5 months	\$444
Local Government DAP Member	Cr Patrick Dawkins	5 months	\$444
Local Government DAP Member	Cr Kirsty Dellar	12 months	\$2,109
Local Government DAP Member	Cr Tarun Dewan	5 months	\$2,331
Local Government DAP Member	Cr Kristy Devereux	5 months	\$444
Local Government DAP Member	Cr Wendy Dickinson	12 months	\$694
Local Government DAP Member	Cr Rajwant Doshi	5 months	\$444
Local Government DAP Member	Cr Michael Dudek	5 months	\$1,388
Local Government DAP Member	Cr Troy Dugan	5 months	\$444
Local Government DAP Member	Cr Tricia Duggin	5 months	\$1,970
Local Government DAP Member	Cr Emily Edwards	5 months	\$444
Local Government DAP Member	Cr Alan Egerton-Warburton	12 months	\$444

Position	Name	Period of membership	Gross remuneration
Local Government DAP Member	Cr Catherine Ehrhardt	4 months	\$472
Local Government DAP Member	Cr Wendy Eiby	12 months	\$222
Local Government DAP Member	Cr Luke Ellery	12 months	\$472
Local Government DAP Member	Cr Joshua Eveson	12 months	\$222
Local Government DAP Member	Cr David Evrett	5 months	\$444
Local Government DAP Member	Cr Felicity Farrelly	4 months	\$1,415
Local Government DAP Member	Cr John Fergusson	5 months	\$1,388
Local Government DAP Member	Cr Marco Ferrerinha	12 months	\$472
Local Government DAP Member	Cr Brooke Filinski	5 months	\$444
Local Government DAP Member	Cr Brent Fleeton	7 months	\$1,055
Local Government DAP Member	Cr Michael Fletcher	5 months	\$444
Local Government DAP Member	Cr Monica Gardiner	5 months	\$444
Local Government DAP Member	Cr Tyrell Gardiner	12 months	\$944
Local Government DAP Member	Cr Trevor Gibb	12 months	\$444
Local Government DAP Member	Cr David Gillespie	12 months	\$444
Local Government DAP Member	Cr Stacey Gillespie	12 months	\$1,415
Local Government DAP Member	Cr Shenjeet Gill-Sekhon	5 months	\$444
Local Government DAP Member	Cr Maria Girak	12 months	NIL
Local Government DAP Member	Cr Liam Gobbert	12 months	NIL
Local Government DAP Member	Cr Davide Goode JP	12 months	\$1,970
Local Government DAP Member	Cr John Goodheart	12 months	\$222
Local Government DAP Member	Cr Lisa Granich	5 months	\$444
Local Government DAP Member	Cr Scott Green	5 months	\$916
Local Government DAP Member	Cr Elaine Haddon-Casey	4 months	\$472
Local Government DAP Member	Mayor Patrick Hall	5 months	\$1,415
Local Government DAP Member	Cr Jonathan Hallett	12 months	NIL
Local Government DAP Member	Cr Michael Hancock	12 months	NIL
Local Government DAP Member	Cr Rod Henderson	9 months	\$4,718
Local Government DAP Member	Cr Leslie Hepworth	12 months	\$444
Local Government DAP Member	Cr Natalie Herridge	5 months	\$1,388
Local Government DAP Member	Cr Adrian Hill	12 months	\$2,109
Local Government DAP Member	Cr Charles Hohnen	12 months	\$222

Position	Name	Period of membership	Gross remuneration
Local Government DAP Member	Cr Jacqueline Huntley	12 months	\$1,526
Local Government DAP Member	Cr Lewis Hutton	5 months	\$888
Local Government DAP Member	Cr Merle Isbister	12 months	\$444
Local Government DAP Member	Cr Jeffrey Irvine	5 months	\$444
Local Government DAP Member	Cr Guiseppe (Joe) Italiano	12 months	\$1,637
Local Government DAP Member	Cr Dawn Jecks	5 months	\$916
Local Government DAP Member	Cr Frank Johnson	12 months	\$2,109
Local Government DAP Member	Cr Rebecca Johnson	5 months	\$444
Local Government DAP Member	Cr Bryn Jones	4 months	\$1,637
Local Government DAP Member	Cr Mark Jones	12 months	\$3,524
Local Government DAP Member	Cr Nigel Jones	12 months	\$3,996
Local Government DAP Member	Cr Russell Jones	5 months	\$444
Local Government DAP Member	Cr Paul Kelly	12 months	\$444
Local Government DAP Member	Cr Paul Kelly	5 months	\$444
Local Government DAP Member	Cr Jarrod Kennedy	5 months	\$916
Local Government DAP Member	Cr John Keogh	12 months	\$1,166
Local Government DAP Member	Cr Constantine Kikeros	12 months	\$444
Local Government DAP Member	Cr Caroline Knight	12 months	\$2,831
Local Government DAP Member	Cr Viktor Ko	12 months	\$944
Local Government DAP Member	Cr Tammee Keast	7 months	\$444
Local Government DAP Member	Cr Garry Kosovich	7 months	\$1,415
Local Government DAP Member	Cr Adrian Kowald	12 months	\$222
Local Government DAP Member	Cr Christopher Kulczycki	5 months	\$916
Local Government DAP Member	Cr David Kular	5 months	\$444
Local Government DAP Member	Cr Benjamin Kunze	12 months	\$916
Local Government DAP Member	Cr Natalie Latter	5 months	\$444
Local Government DAP Member	Cr Ben Lawver	12 months	NIL
Local Government DAP Member	Cr Rhoda Leighton	12 months	\$694
Local Government DAP Member	Cr Carl Letter	12 months	\$444
Local Government DAP Member	Cr Janet Lewis	5 months	\$444
Local Government DAP Member	Cr Catherine Lezer	7 months	\$1055
Local Government DAP Member	Cr Michael Librizzi	5 months	\$916

Position	Name	Period of membership	Gross remuneration
Local Government DAP Member	Cr Joshua Liebeck	5 months	\$444
Local Government DAP Member	Cr Ellen Lilly	5 months	\$444
Local Government DAP Member	Cr Zhi Hoong Lim	5 months	\$1,388
Local Government DAP Member	Cr Luana Lisandro	4 months	\$944
Local Government DAP Member	Cr Paul MacFarlane	4 months	\$944
Local Government DAP Member	Cr Peter Macintosh	12 months	\$222
Local Government DAP Member	Cr Gary Mack	12 months	\$444
Local Government DAP Member	Cr Shaye Mack	12 months	\$2,442
Local Government DAP Member	Cr Lynn MacLaren	5 months	\$444
Local Government DAP Member	Cr Jessamy Mahony	5 months	\$444
Local Government DAP Member	Cr Catherine Main	12 months	\$222
Local Government DAP Member	Cr Gavin Mair	5 months	\$444
Local Government DAP Member	Cr Renee Manning	4 months	NIL
Local Government DAP Member	Cr Phil Marks	12 months	\$1,998
Local Government DAP Member	Cr Craig Masarei	4 months	\$944
Local Government DAP Member	Cr Andrew Maurice	12 months	\$222
Local Government DAP Member	Cr Benjamin Mayes	12 months	\$1,294
Local Government DAP Member	Cr Lachlan McCabe	5 months	\$444
Local Government DAP Member	Cr Betty McLeery	4 months	\$472
Local Government DAP Member	Cr Peter McLeery	12 months	\$1,166
Local Government DAP Member	Cr Tom McLean JP	4 months	\$1,887
Local Government DAP Member	Cr Paige McNeil	7 months	\$944
Local Government DAP Member	Cr Wendy McWhirter-Brooks	12 months	\$222
Local Government DAP Member	Cr Prapti Mehta	5 months	\$444
Local Government DAP Member	Cr Peter Melrosa	5 months	NIL
Local Government DAP Member	Cr Ian Miffling	12 months	\$1,637
Local Government DAP Member	Cr Suzanne Migdale	12 months	\$4,940
Local Government DAP Member	Cr Lindsay Miles	5 months	\$444
Local Government DAP Member	Cr Paul Miles	7 months	\$944
Local Government DAP Member	Cr Daniel Minson	5 months	\$1,859
Local Government DAP Member	Cr Gregory Mudie	7 months	\$916
Local Government DAP Member	Cr Jenny Mutter	5 months	\$444

Position	Name	Period of membership	Gross remuneration
Local Government DAP Member	Cr Vinh Nguyen	7 months	\$2,470
Local Government DAP Member	Cr Jennifer Obourne	5 months	\$444
Local Government DAP Member	Cr Helen O'Connell	12 months	\$444
Local Government DAP Member	Cr Penelope O'Connor	5 months	\$444
Local Government DAP Member	Cr Anthony O'Gorman	5 months	\$444
Local Government DAP Member	Cr Teresa Olow	5 months	\$916
Local Government DAP Member	Cr Nicholas Pazolli	4 months	\$1,415
Local Government DAP Member	Cr Rachel Pemberton	4 months	\$472
Local Government DAP Member	Cr Ivy Penny	5 months	\$444
Local Government DAP Member	Cr Shanavas Peter	12 months	\$111
Local Government DAP Member	Cr David Pike	12 months	\$222
Local Government DAP Member	Cr Desmond Pike	12 months	\$222
Local Government DAP Member	Cr Rebecca Pizzey	5 months	\$444
Local Government DAP Member	Cr Vicki Potter	4 months	\$944
Local Government DAP Member	Cr Richard Powell	12 months	\$694
Local Government DAP Member	Cr Naomi Purcell	12 months	\$222
Local Government DAP Member	Cr Marina Quain	7 months	\$2,081
Local Government DAP Member	Cr Georgina Randklev	5 months	\$444
Local Government DAP Member	Cr Ramesh Rajagopalan	5 months	\$444
Local Government DAP Member	Cr Elizabeth Re	7 months	\$1,415
Local Government DAP Member	Cr Bruce Reynolds	5 months	\$1,027
Local Government DAP Member	Cr Michelle Rich	7 months	\$1,415
Local Government DAP Member	Cr John Richardson	7 months	\$444
Local Government DAP Member	Cr Kathleen Ritchie	12 months	\$1,138
Local Government DAP Member	Cr Angela Rogers	12 months	\$111
Local Government DAP Member	Cr Carmel Ross	12 months	\$222
Local Government DAP Member	Cr Clive Ross	7 months	\$1,415
Local Government DAP Member	Mayor Roberto Rossi	12 months	\$1,055
Local Government DAP Member	Cr Matthew Rowse	12 months	\$2,359
Local Government DAP Member	Cr Anne Ryan	5 months	\$1,388
Local Government DAP Member	Cr Andrew Ryley	5 months	\$444
Local Government DAP Member	Cr Margaret Sandford	4 months	\$944

Position	Name	Period of membership	Gross remuneration
Local Government DAP Member	Cr Peter Scharf	4 months	\$472
Local Government DAP Member	Cr Sebastian Schiano	12 months	NIL
Local Government DAP Member	Cr Isabella Scott	12 months	\$444
Local Government DAP Member	Cr George Sekulla	5 months	NIL
Local Government DAP Member	Cr Megan Simmonds	5 months	\$916
Local Government DAP Member	Cr Peter Slater	7 months	\$916
Local Government DAP Member	Cr Bradley Smoker	12 months	\$444
Local Government DAP Member	Cr Kerry Smyth	12 months	\$1,055
Local Government DAP Member	Cr Denese Smythe	12 months	\$222
Local Government DAP Member	Cr Dael Sparkman	5 months	\$444
Local Government DAP Member	Cr Amanda Spencer-Teo	12 months	\$1,637
Local Government DAP Member	Cr Chontelle Stone	7 months	\$944
Local Government DAP Member	Cr Lauren Strange	4 months	\$1,415
Local Government DAP Member	Cr Annette Suann	5 months	\$444
Local Government DAP Member	Cr Andrew Sullivan	12 months	\$4,357
Local Government DAP Member	Cr Paul Terry	12 months	\$694
Local Government DAP Member	Cr Margaret Thomas	12 months	\$1998
Local Government DAP Member	Cr Peter Thompson	12 months	\$444
Local Government DAP Member	Cr Malcom Traill	5 months	\$444
Local Government DAP Member	Cr Kevin Trent	5 months	\$444
Local Government DAP Member	Cr Miguel Valenzuela Escobar	12 months	\$222
Local Government DAP Member	Cr Ingrid van Dorssen	5 months	\$1,388
Local Government DAP Member	Cr Ashley Wallace	12 months	\$2,470
Local Government DAP Member	Cr John Walmsley	12 months	\$222
Local Government DAP Member	Cr Annette Webster	5 months	\$916
Local Government DAP Member	Cr Robert Wedge	5 months	\$444
Local Government DAP Member	Cr Simon White	12 months	\$944
Local Government DAP Member	Cr Tom Widenbar	12months	\$2,109
Local Government DAP Member	Cr Caroline Wielinga	12 months	\$1,748
Local Government DAP Member	Cr Jennifer Willcox	5 months	\$444
Local Government DAP Member	Cr Julie Williams	12 months	\$1,637
Local Government DAP Member	Mayor Rhys Williams	12 months	\$3,774

Position	Name	Period of membership	Gross remuneration
Local Government DAP Member	Cr Serena Williamson	12 months	\$694
Local Government DAP Member	Cr Jemima Williamson-Wong	5 months	\$444
Local Government DAP Member	Cr Kenneth Willock	5 months	\$444
Local Government DAP Member	Cr Mark Wilson	5 months	\$444
Local Government DAP Member	Cr Clifford Winfield	5 months	\$444
Local Government DAP Member	Cr Barry Winmar	5 months	\$916
Local Government DAP Member	Cr Terrence Winner	12 months	\$1,887
Local Government DAP Member	Cr Sherilyn Wood	12 months	\$944
Local Government DAP Member	Cr Matthew Woodall	12 months	\$2,109
Local Government DAP Member	Cr Dwayne Wooltorton	12 months	\$444
Local Government DAP Member	Cr Peter Wright	5 months	\$444
Local Government DAP Member	Cr Bradley Wylynko	5 months	\$444
Local Government DAP Member	Cr Dominic Youel	5 months	\$444
Local Government DAP Member	Cr Raegan Zacher	5 months	\$444
Local Government DAP Member	Cr Charlie Zannino	7 months	\$8,359
Local Government DAP Member	Cr Neridah Zlatnik	5 months	\$444

Pastoral Lands Board

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

In August 2023, the *Land and Public Works Legislation Amendment Act 2023* made a number of amendments to the LAA affecting pastoral leases, including a new form of non-exclusive tenure – a diversification lease has been designed to enable a large area of Crown land to co-exist with other land uses, such as carbon farming, conservation purposes, renewable energy and Aboriginal economic development and land management.

- Other changes affecting pastoral lessees include:
- the ability to extend lease terms to 50 years
 - the ability to destock the land under the lease for a period up to five years without requiring Board permission
 - new powers for the Board to amend, renew, suspend, or cancel permits.

Position	Name	Type of remuneration	Period of membership	Base salary / sitting fee	Gross remuneration	Meetings attended
Chairperson	Timothy Shackleton	Per annum	12 months	\$31,750	\$35,246	6
Board Member Pastoral Interest	Wendy Brockhurst	Sitting Fee	12 months	\$825 full day \$537 half day	\$4,517	5
Board Member Pastoral Interest	Jane Sale	Sitting Fee	12 months	\$825 full day \$537 half day	\$1,803	3.5
Board Member Aboriginal Interest	Eric Benning	Sitting Fee	12 months	\$825 full day \$537 half day	\$4,318	6
Board Member Conservation Interest	Kim Eckert	Sitting Fee	12 months	\$825 full day \$537 half day	\$4,778	6
Board Member Pastoral Interest	Timothy Meecham	Sitting Fee	12 months	\$825 full day \$537 half day	\$5,094	5
Director General, DPLH	Anthony Kannis	Nil (Ex-officio)	12 months	N/A	-	1
Proxy, DPLH	Matt Darcey	Nil (Ex-officio)	N/A	N/A	-	4
Proxy, DPLH	Alison Gibson	Nil (Ex-officio)	N/A	N/A	-	2
Director General, DPIRD	Heather Brayford	Nil (Ex-officio)	12 months	N/A	-	1
Proxy, DPIRD	Eamonn McCabe	Nil (Ex-officio)	N/A	N/A	-	6

Aboriginal Affairs Planning Authority

The *Aboriginal Affairs Planning Authority Act 1972* (AAPA Act) makes provision for the establishment of an Aboriginal Affairs Planning Authority and an Aboriginal Affairs Advisory Council to provide consultative and other services for the economic, social, and cultural advancement of Aboriginal people in Western Australia. The Aboriginal Lands Trust is also established under section 20 of the AAPA Act and is responsible for holding and managing approximately 21 million hectares of land (the ALT estate) for the benefit of Aboriginal people.

For more information including 2023–24 highlights, performance management and board remuneration please refer to the [Aboriginal Affairs Planning Authority Annual Report 2023–24](#).

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 2023–24 highlights, performance management, and committee remuneration please refer to the [Heritage Council of Western Australia Annual Report 2023–24](#).

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 2023–24 highlights, performance management, and committee remuneration please refer to the [Western Australian Planning Commission Annual Report 2023–24](#).

FINANCIALS

EnviroFEST 2024 at Whiteman Park had plenty of family activities.



Auditor General

INDEPENDENT AUDITOR'S REPORT

2024

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 2024, 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 2024 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 of Planning, Lands and Heritage for the year ended 30 June 2024 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.

Emphasis of Matter – Restatement of Comparative balances

I draw attention to Note 9.3 of the financial statements which states that the amounts reported in the Administered Schedules in the previously issued 30 June 2023 financial statements have been restated and disclosed as comparatives in these financial statements. My opinion is not modified in respect of this matter.

Emphasis of matter – Administered special purpose account

I draw attention to Note 8.6 to the financial statements which states the Dampier to Bunbury Natural Gas Pipeline Corridor Trust Account (Administered) was used to fund shortfalls in the Department's administered cash fund during the year 2023-24, breaching sections 45(5) of the *Dampier to Bunbury Pipeline Act 1997* and 18(2) of the *Financial Management Act 2006*. My opinion is not modified in respect of this matter.

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 they determine 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

Qualified Opinion

I have undertaken a reasonable assurance engagement on the design and implementation of controls exercised by the Department of Planning, Lands and Heritage. The controls exercised by the Department of Planning, Lands and Heritage 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, except for the possible effects of the matters described in the basis for qualified opinion paragraph, the controls exercised by the Department of Planning, Lands and Heritage 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 2024, and the controls were implemented as designed as at 30 June 2024.

Basis for qualified opinion

Implementation of controls over acquisition and disposal of administered land

I identified significant weaknesses in the implementation of controls over the annual reconciliation of administered land as well as the recording of acquisitions and disposals of administered land. These weaknesses could result in inaccuracies in the administered land records and thereby in administered financial information as errors and/or fraud may not be detected.

Design and implementation of controls over payments of funds from administered and special purpose accounts

I identified significant weaknesses in the design and implementation of controls over payments of funds from the Department's administered and special purpose accounts. These weaknesses could result in errors such as duplicate payments or payments not for the purpose of the account, which is a breach of sections 45(5) of the *Dampier to Bunbury Pipeline Act 1997* and 18(2) of the *Financial Management Act 2006*.

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 of Planning, Lands and Heritage for the year ended 30 June 2024 reported in accordance with *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 of Planning, Lands and Heritage for the year ended 30 June 2024 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 2024.

Matter of Significance

The Department received an exemption from the Under Treasurer from reporting key effectiveness indicator 3.2 'Percentage of statutory approvals delivered to the Aboriginal Cultural Material Committee within set timeframes' for year ended 30 June 2024.

The exemption was approved due to changes to legislative framework during the year. Consequently this key performance indicator has not been reported. My opinion is not modified in respect of this matter.

The Director General's responsibilities for the key performance indicators

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

In preparing the key performance indicators, the Director General is responsible for identifying key performance indicators that are relevant and appropriate, having regard to their purpose in accordance with Treasurer's Instruction 904 Key Performance Indicators.

Auditor General's responsibilities

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

An assurance engagement involves performing procedures to obtain evidence about the amounts and disclosures in the key performance indicators. It also involves evaluating the relevance and appropriateness of the key performance indicators against the criteria and guidance in Treasurer's Instruction 904 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 2024, but not the financial statements, key performance indicators and my auditor's report.

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

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

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

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

This auditor's report relates to the financial statements and key performance indicators of the Department of Planning, Lands and Heritage for the year ended 30 June 2024 included in the annual report on the Department's website. The Department's management is responsible for the integrity of the Department's website. This audit does not provide assurance on the integrity of the Department's website. The auditor's report refers only to the financial statements, controls and key performance indicators described above. It does not provide an opinion on any other information which may have been hyperlinked to/from the annual report. If users of the financial statements and key performance indicators are concerned with the inherent risks arising from publication on a website, they are advised to contact the entity to confirm the information contained in the website version.



Sandra Labuschagne
Deputy Auditor General
Delegate of the Auditor General for Western Australia
Perth, Western Australia
5 November 2024



Department of **Planning,
Lands and Heritage**

CERTIFICATION OF FINANCIAL STATEMENTS

for the year ended 30 June 2024

The accompanying financial statements of the Department of Planning, Lands and Heritage have been prepared in compliance with the provisions of the *Financial Management Act 2006* from proper accounts and records to present fairly the financial transactions for the reporting period ended 30 June 2024 and the financial position as at 30 June 2024.

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
5 November 2024

Santa Cardenia
Chief Finance Officer

Department of Planning, Lands and Heritage
5 November 2024

STATEMENT OF COMPREHENSIVE INCOME

for the year ended 30 June 2024

	Notes	2024 '000	2023 '000
Cost of services			
Expenses			
Employee benefits expenses	2.1	131,536	110,678
Supplies and services	2.4	53,805	47,599
Depreciation and amortisation expense	4.1, 4.2, 4.3	3,316	2,275
Finance costs	6.3	67	42
Accommodation expenses	2.4	8,989	8,598
Grants and subsidies	2.3	17,939	16,714
Cost of sales		190	162
Impairment of land and buildings	2.5	4,224	-
Other expenses	2.4	25,928	21,848
Total cost of services		245,994	207,916
Income			
User charges and fees	3.2	7,400	5,356
Sales	3.3	4,250	3,994
Rental revenue	3.4	3,829	3,423
Commonwealth grants and contributions	3.5	730	783
Grants and subsidies	3.6	91	-
Other income	3.7	715	1,715
Total Income		17,015	15,271
Net cost of services		228,979	192,645
Income from State Government	3.1		
Service appropriation		149,500	81,787
Income received from other public sector entities		54,106	49,712
Services received free of charge		9,352	9,564
Royalties for Regions Fund		5,818	5,822
Total income from State Government		218,776	146,885
Deficit for the period		(10,203)	(45,760)
Other comprehensive (loss)/income			
Items not reclassified subsequently to profit or loss			
Changes in asset revaluation surplus	8.8	(1,051)	1,292
Total other comprehensive (loss)/income		(1,051)	1,292
Total comprehensive loss for the period		(11,254)	(44,468)

The Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

STATEMENT OF FINANCIAL POSITION

as at 30 June 2024

	Notes	2024 '000	2023 '000
Assets			
Current Assets			
Cash and cash equivalents	6.1	41,841	21,754
Restricted cash and cash equivalents	6.1	657	1,347
Inventories		66	70
Receivables	5.1	7,202	7,755
Other current assets	5.3	4,821	3,644
Total current assets		54,587	34,570
Non-Current Assets			
Restricted cash and cash equivalents	6.1	-	2,858
Receivables	5.1	3,166	-
Amounts receivable for services	5.2	57,593	51,739
Property, plant, and equipment	4.1	289,139	291,760
Intangible assets	4.2	20,297	12,078
Right-of-use assets	4.3	1,213	831
Total non-current assets		371,408	359,266
Total assets		425,995	393,836
Liabilities			
Current Liabilities			
Payables	5.4	7,765	9,177
Lease liabilities	6.2	628	263
Employee related provisions	2.2	28,865	22,350
Other current liabilities	5.5	6,407	3,293
Provisions	5.6	702	1,034
Total current liabilities		44,367	36,117
Non-Current Liabilities			
Lease liabilities	6.2	627	593
Employee related provisions	2.2	3,597	4,869
Total non-current liabilities		4,224	5,462
Total liabilities		48,591	41,579
Net Assets		377,404	352,257
Equity			
Contributed equity	8.8	289,709	253,308
Reserves	8.8	149,462	150,513
Accumulated deficit		(61,767)	(51,564)
Total Equity		377,404	352,257

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 2024

	Notes	Contributed Equity '000	Reserves '000	Accumulated deficit '000	Total equity '000
Balance at 1 July 2022		237,673	149,221	(5,804)	381,090
Deficit		-	-	(45,760)	(45,760)
Other comprehensive income		-	1,292	-	1,292
Total comprehensive income/loss for the period		-	1,292	(45,760)	(44,468)
Transactions with owners in their capacity as owners:					
Capital appropriations		5,923	-	-	5,923
Other contributions		11,962	-	-	11,962
Distributions to owners		(2,250)	-	-	(2,250)
Total		15,635	-	-	15,635
Balance at 30 June 2023		253,308	150,513	(51,564)	352,257
Balance at 1 July 2023		253,308	150,513	(51,564)	352,257
Deficit		-	-	(10,203)	(10,203)
Other comprehensive loss		-	(1,051)	-	(1,051)
Total comprehensive loss for the period		-	(1,051)	(10,203)	(11,254)
Transactions with owners in their capacity as owners:					
Capital appropriations		19,854	-	-	19,854
Other contributions by owners		17,622	-	-	17,622
Distributions to owners		(1,075)	-	-	(1,075)
Total		36,401	-	-	36,401
Balance at 30 June 2024	8.8	289,709	149,462	(61,767)	377,404

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 2024

	Notes	2024 '000	2023 '000
Cash flows from the State Government			
Service appropriation		143,646	76,439
Capital appropriations		19,854	5,923
Capital contributions from Treasury Special Purpose Accounts		17,622	11,962
Funds from the other public sector entities		54,738	49,866
Royalties for Regions Fund		5,818	5,822
Net cash provided by State Government		241,678	150,012
Utilised as follows:			
Cash flows from operating activities			
Payments			
Employee benefits		(128,299)	(108,931)
Supplies and services		(43,402)	(38,471)
Finance costs		(67)	(43)
Accommodation		(8,480)	(7,911)
Grants and subsidies		(18,188)	(16,719)
GST payments on purchases		(9,399)	(7,714)
GST payments to taxation authority		(1,213)	(1,350)
Other payments		(21,061)	(20,529)
Receipts			
Sales of goods and services		4,246	3,816
User charges and fees		7,397	5,357
Commonwealth grants and contributions		730	783
GST receipts on sales		1,299	1,240
GST receipts from taxation authority		8,262	6,956
Other receipts		5,285	4,079
Net cash used in operating activities		(202,890)	(179,437)
Cash flows from investing activities			
Payments			
Purchase of non-current assets		(18,592)	(11,369)
Net cash used in investing activities		(18,592)	(11,369)
Cash flows from financing activities			
Payments			
Lease repayments		(491)	(417)
Payment to accrued salaries account		(308)	-
Net cash used in financing activities		(799)	(417)
Net increase/(decrease) in cash and cash equivalents		19,397	(41,211)
Cash and cash equivalents at the beginning of the period		25,959	67,170
Adjustment for the reclassification of accrued salaries account		(2,858)	-
Cash and cash equivalent at the end of the period	6.1	42,498	25,959

The Statement of Cash Flows should be read in conjunction with the accompanying notes.

ADMINISTERED SCHEDULES

for the year ended 30 June 2024

Administered income and expenses

	2024 '000	2023 (Restated)* '000
Income		
For transfer		
Sale of land ^(a)	19,347	44,742
Rent revenue	24,472	25,264
Reserve transfers ^(b)	56,247	70,371
Revaluation increment	-	198,122
Other income	2,067	1,513
Other revenue	3,047	3,375
Total administered income	105,180	343,387
Expenses		
Employee expenses	843	824
Revaluation decrement	189,322	-
Impairment land	74	3,947
Depreciation	3,262	4,162
Costs of goods sold ^(a)	41,647	65,914
Payments to Consolidated Account ^(c)	42,663	67,473
Reserve transfers ^(b)	31,114	31,968
Other expenses	2,960	5,061
Total administered expenses	311,885	179,349
Net loss on disposal	(22,300)	(21,172)

^(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	19,347	44,742
Cost of disposal of land (at fair value less cost to sell)	(41,647)	(65,914)
Net loss on disposal	(22,300)	(21,172)

^(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 Accounts during the year.

* 30 June 2023 figures have been restated for prior period corrections – Refer Note 9.3

ADMINISTERED SCHEDULES

as at 30 June 2024

Administered assets and liabilities

	2024 '000	2023 (Restated)* '000
Current Assets		
Cash and cash equivalents	24,161	48,607
Receivables	7,581	8,802
Prepayments	24	-
Land and building classified as held for sale	826	10,137
Total administered current assets	32,592	67,546
Non-Current Assets		
Land at fair value ^(a)	2,445,321	2,645,020
Buildings at fair value	12,255	6,716
Infrastructure at cost (less accumulated depreciation)	105,443	108,537
Easements at cost	18,286	18,380
Total administered non-current assets	2,581,305	2,778,653
Total administered assets	2,613,897	2,846,199
Current Liabilities		
Payables	4,178	26,208
Contract liabilities	1,616	4,818
Employee provisions	204	139
Other liabilities	358	1,093
Other provisions ^(b)	2,073	3,412
Total administered current liabilities	8,429	35,670
Non-Current Liabilities		
Employee provisions	16	55
Other provisions ^(b)	39,383	38,505
Total administered non-current liabilities	39,399	38,560
Total administered liabilities	47,828	74,230

^(a) Notes to the Schedules of Administered Items - Land values

Land is measured at fair value based on independent valuations provided by the Western Australian Land Information Authority (Landgate Valuation Services). The valuations were performed during the year ended 30 June 2024.

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

^(b) Other Provisions relates to native title, Contaminated sites and provision for amounts payable to other State Government entities for land transactions.

* 30 June 2023 figures have been restated for prior period corrections – Refer Note 9.3

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2024

1. Basis of preparation

The Department of Planning, Lands and Heritage (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 5 November 2024.

Statement of compliance

These general purpose financial statements comply with Australian Accounting Standards (AAS) – Simplified Disclosures. The general purpose financial statements have been prepared in accordance with Australian Accounting Standards, the Framework, Statements of Accounting Concepts, and other authoritative pronouncements of the Australian Accounting Standards Board (AASB) as applied by the Treasurer’s Instructions. Several of these are modified by the Treasurer’s Instructions to vary application, disclosure, format, and wording.

The Act and Treasurer’s Instructions are legislative provisions governing the preparation of financial statements and take precedence over Australian Accounting Standards, the Framework, Statement of Accounting Concepts, and other authoritative pronouncements of the Australian Accounting Standards Board. Where modification is required and has had a material or significant financial effect upon the reported results, details of that 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.

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

Contributed equity

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

Administered items

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

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

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

Comparative information

Except when an AAS permits or requires otherwise, comparative information is presented in respect of the previous period for all amounts reported in the financial statements. AASB 1060 provides relief from presenting comparatives for:

- 1) Property, Plant and Equipment reconciliations;
- 2) Intangible Asset reconciliations; and
- 3) Right-of-Use Asset reconciliations.

Comparative amounts are reclassified unless the reclassification is impracticable.

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

- the nature of the reclassification
- the amount of each item or class of items that is reclassified
- 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	2024 '000	2023 '000
Employee benefits expenses	2.1	131,536	110,678
Employee-related provisions	2.2	32,462	27,219
Grants and subsidies	2.3	17,939	16,714
Other expenditure	2.4	88,722	78,045
Impairment	2.5	4,224	-

2.1 Employee benefits expenses

	2024 '000	2023 '000
Short-term employee benefits	118,999	99,729
Termination benefits	-	276
Superannuation – defined contribution plans	12,537	10,673
Total employee benefits expenses	131,536	110,678
Add: AASB 16 Non-monetary benefits (not included in employee benefits expense)	575	413
Less: Employee contributions	(77)	(65)
Net employee benefits	132,034	111,026

Employee benefits include wages, salaries, and 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.

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 comprises employer contributions paid to the Gold State Super (concurrent contributions), West State Super, other Government Employees Superannuation Board (GESB) schemes or other superannuation funds.

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

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

2.2 Employee related provisions

	2024 '000	2023 '000
Current		
Employee benefits provisions		
Annual leave	12,041	10,233
Long service leave	14,293	9,780
Deferred salary scheme	146	115
	26,480	20,128
Other provisions		
Employment on-costs	2,385	2,222
Total current employee-related provisions	28,865	22,350
Non-current		
Employee benefits provisions		
Long service leave	3,311	4,348
Other provisions		
Employment on-costs	286	521
Total non-current employee-related provisions	3,597	4,869
Total employee-related provisions	32,462	27,219

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 unconditional right to defer settlement for at least 12 months after the end of 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 an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period.

Pre-conditional and conditional long service leave provisions are classified as non-current liabilities because the Department has an unconditional 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 unconditional right to defer settlement for at least 12 months after the end of the reporting period.

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

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

	2024 '000	2023 '000
Employment on-costs provision		
Carrying amount at start of period	2,743	2,589
Additional provisions recognised	(72)	154
Carrying amount at end of period	2,671	2,743

Key sources of estimation uncertainty – long service leave

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

Several estimates and assumptions are used in calculating the Department's long service leave provision. These include:

- expected future salary rates
- discount rates
- employee retention rates; and
- expected future payments

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

2.3 Grants and subsidies

	2024 '000	2023 '000
Recurrent		
Government agencies	9,008	9,708
Local government	1,467	4,100
Community grants	322	356
Non-government organisations	2,589	1,283
Other	4,553	1,267
Total grants and subsidies	17,939	16,714

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

2.4 Other expenditure

	2024 '000	2023 '000
Supplies and services		
Advertising and public relations	756	490
Minor equipment purchases	270	290
Leases and hire charges	264	362
Travel and passenger transport	1,033	1,127
Communications	1,180	1,076
Consultants and contractors	45,609	39,247
Insurance	332	1,178
Utilities expenses	1,472	1,148
Supplies and services – other	2,889	2,681
Total supplies and services expenses	53,805	47,599
Accommodation expenses		
Office rental ^(a)	8,509	8,244
Repairs and maintenance	16	23
Cleaning	464	331
Total accommodation expenses	8,989	8,598
Other expenses		
Compensation payments – Native Title	2,532	3,183
Repairs and maintenance	15,713	13,966
Other employee expenses	1,262	1,313
Expected credit losses expense	-	29
Write-off other assets	13	67
Revaluation decrement	2,702	-
Net loss on disposal of non-current assets	2,224	-
Other	1,482	3,290
Total other expenses	25,928	21,848
Total other expenditure	88,722	78,045

^(a) Included within Lease rentals are short-term and low-value leases of up to \$5,000. This excludes leases with another wholly owned public sector entity lessor agency. .

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

Office rental is expensed as incurred as Memorandum of Understanding Agreements between the Department and the Department of Finance for the leasing of office accommodation contain significant substitution rights.

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

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

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

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 2.2 Employee-related provisions. Superannuation contributions accrued as part of the provision for leave are employee benefits and are not included in employment on-costs.

2.5 Impairment losses for land and buildings

	2024 '000	2023 '000
Impairment losses for land	3,161	-
Impairment losses for buildings	1,063	-
Total impairment losses for land and buildings	4,224	-

Impairment losses for buildings are recognised in the Statement of Comprehensive Income. Where a land or building asset measured at cost is written down to a recoverable amount, an impairment loss is recognised in profit or loss. Please refer to Note 4.1 (a) for guidance in relation to the impairment assessment.

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	2024 '000	2023 '000
Income from State Government	3.1	218,776	146,885
User charges and fees	3.2	7,400	5,356
Sales	3.3	4,250	3,994
Rental revenue	3.4	3,829	3,423
Commonwealth grants and contributions	3.5	730	783
Grants and subsidies	3.6	91	-
Other Income	3.7	715	1,715

3.1 Income from State Government

	2024 '000	2023 '000
<i>Appropriation received during the period:</i>		
Service appropriation	149,500	81,787
Total service appropriation received	149,500	81,787
<i>Services received free of charge from other State Government agencies during the period:</i>		
Landgate – land data and aerial imagery	6,122	6,131
State Solicitor's Office – legal services	2,287	2,366
Department of Finance – accommodation services	693	680
Department of Transport – technical reviews	37	62
Main Roads Western Australia – planning and technical services	14	1
Department of Primary Industries and Regional Development – spatial data	9	2
Department of Water and Environmental Regulation (DWER) – ground water data	190	322
Total services received	9,352	9,564
<i>Royalties for Regions Fund:</i>		
Regional Community Services Account ^(a)	5,818	5,822
Total Royalties for Regions Fund	5,818	5,822
<i>Income received from other public sector entities:</i>		
Recoupable expense and fees for services rendered ^(b)	46,069	44,628
Western Australian Planning Commission (WAPC) ^(c)	2,048	2,584
Fremantle Ports Authority ^(d)	-	2,500
Main Roads ^(e)	5,465	-
Department of the Premier and Cabinet ^(f)	524	-
Total income received from other public sector entities	54,106	49,712
Total income from State Government	218,776	146,885

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

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

^(c) The Department received \$2.05 million (2023: \$2.58 million) of contribution from WAPC for various projects such as Planning Reform \$476,000 (2023: \$618,000), State Design Review Panel \$772,000 (2023: \$766,000), and Major Projects Facilitation \$800,000 (2023: \$1.2 million).

^(d) The Department received \$nil (2023: \$2.5 million) from the Fremantle Ports Authority for the Victoria Quay Place Improvement and Activation Project.

^(e) The Department received \$5.47 million (2023: nil) from Main Roads in relation to the Metronet Station Precincts Infrastructure Fund.

^(f) The Department received \$0.5 million (2023: nil) from the Department of Premier and Cabinet for Aboriginal Heritage Partnership Projects.

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

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

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

Summary of consolidated account appropriations

	2024 '000	
	Estimate	Actual
<i>Delivery of Services</i>		
Item 85 Net amount appropriated to deliver services	138,394	149,090
Section 25 Transfer of service appropriation		
<i>Amount Authorised by Other Statutes</i>		
– Salaries and Allowances Act 1975	410	410
Total service appropriations	138,804	149,500
<i>Capital</i>		
Item 160 Capital appropriations	4,009	19,854
Grand total	142,813	169,354

3.2 User charges and fees

	2024 '000	2023 '000
Fees	7,250	5,238
User charges	150	118
Total grants and subsidies	7,400	5,356

Revenue is recognised at the transaction price when the Department transfers control of the services to customers. Revenue is recognised for the major activities as follows:

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

	2024 '000	2023 '000
Fremantle Prison tours, conferences and parking sales	3,865	3,654
Sale of goods	385	340
Total	4,250	3,994

Sales

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

3.4 Rental Revenue

	2024 '000	2023 '000
Pastoral land rent	3,829	3,423
Total rental revenue	3,829	3,423

Pastoral land rental rates are set by the Valuer General's Office and are reviewed every 5 years in line with the requirements of the *Land Administration Act 1997*.

3.5 Commonwealth grants and contributions

	2024 '000	2023 '000
Commonwealth contributions		
Indian Ocean Territories ^(a)	643	640
Department of Industry, Science and Resources ^(b)	87	143
Total Commonwealth contributions	730	783

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

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

3.6 Grants and subsidies

	2024 '000	2023 '000
Recurrent grants – other government agencies		
METRONET – High Wycombe and Redcliffe Precinct ^(a)	91	-
Total grants and subsidies	91	-

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

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

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

3.7 Other Income

	2024 '000	2023 '000
Other ^(a)	638	1,650
Employee contributions ^(b)	77	65
Total other income	715	1,715

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

Other income is recognised for the major activities as follows:

^(a) Includes recoups of expenditure, bank interest, royalties, other revenues.

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

4. Key assets

Assets the Department utilises for economic benefit or service potential

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

	Notes	2024 '000	2023 '000
Property, plant and equipment	4.1	289,139	291,760
Intangibles	4.2	20,297	12,078
Right-of-use assets	4.3	1,213	831
Total key assets		310,649	304,669

4.1 Property, plant and equipment

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

	Land '000	Buildings '000	Computer and Office Equipment '000	Furniture and Fittings '000	Work in Progress '000	Total '000
Gross carrying amount at 1 July 2023	256,076	25,123	5,929	800	8,279	296,207
Accumulated depreciation at 1 July 2023	-	-	(4,166)	(281)	-	(4,447)
Carrying amount at 1 July 2023	256,076	25,123	1,763	519	8,279	291,760
Additions	2,811	1,069	1,070	29	614	5,593
Disposals	(2,174)	(49)	-	(5)	-	(2,228)
Impairment	(1,996)	(1,063)	-	-	-	(3,059)
Transfer to fixed assets	-	6,898	173	205	(7,276)	-
Transfer from intangible assets	-	-	-	-	919	919
Transfers to State of Western Australia	(1,075)	-	-	-	-	(1,075)
Revaluation increments/(decrements) through reserves	3,596	(2,651)	-	-	-	945
Revaluation increments/(decrements) through profit or loss	-	(2,702)	-	-	-	(2,702)
Depreciation	-	(7)	(917)	(90)	-	(1,014)
Carrying amount at 30 June 2024	257,238	26,618	2,089	658	2,536	289,139
Gross carrying amount at 30 June 2024	257,238	26,624	7,172	1,011	2,536	294,581
Accumulated depreciation at 30 June 2024	-	(6)	(5,083)	(353)	-	(5,442)

Initial Recognition

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

Subsequent measurement

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

- land; and
- buildings

Land is carried at fair value.

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

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

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

Land and buildings were revalued as at 1 July 2023 by Landgate Valuations Services. The valuations were performed during the year ended 30 June 2024 and recognised at 30 June 2024.

In undertaking the revaluation, fair value of land was determined by reference to market values: \$210,024,637 (2023: \$211,618,850). For the remaining balance of land, fair value was determined on the basis of comparison with market evidence for land with low-level utility (high restricted use land).

Fair value of all buildings was determined on the basis of current replacement cost.

Depreciation and Impairment

	2024 '000	2023 '000
Depreciation charge		
Buildings	7	1
Computer equipment	917	546
Furniture and fittings	90	71
Total depreciation charge	1,014	618

As at 30 June 2024, impairment was recognised on land and buildings. There were no indications of impairment to other property, plant, and equipment.

All surplus assets at 30 June 2024 have either been classified as assets held for sale or have been written-off.

Please refer to Note 4.2 for guidance in relation to the impairment assessment that has been performed for intangible assets.

Impairment

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

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

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

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

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

The risk of impairment is generally limited to circumstances where an asset's depreciation is materially understated, where the replacement cost is falling or where there is a significant change in useful life. Each relevant class of assets is reviewed annually to verify that the accumulated depreciation/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.

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

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

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

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

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

4.2 Intangible assets

	Computer Software '000	Work in Progress '000	Total '000
Gross carrying amount at 1 July 2023	15,702	10,019	25,721
Accumulated depreciation at 1 July 2023	(13,643)	-	(13,643)
Carrying amount at 1 July 2023	2,059	10,019	12,078
Additions	-	10,932	10,932
Transfer of work in progress	16,462	(16,462)	-
Transfer to property, plant and equipment	-	(919)	(919)
Amortisation expense	(1,794)	-	(1,794)
Carrying amount at 30 June 2024	16,727	3,570	20,297
Gross carrying amount at 30 June 2024	32,164	3,570	35,734
Accumulated depreciation at 30 June 2024	(15,437)	-	(15,437)

Initial recognition

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

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

Subsequent measurement

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

Amortisation and impairment

	2024 '000	2023 '000
Amortisation charge		
Computer software	1,794	1,286
Total amortisation charge	1,794	1,286

As at 30 June 2024, there were no indications of impairment of intangible assets. The Department held no goodwill or intangible assets with an indefinite useful life during the reporting period.

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

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

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

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

Impairment of intangible assets

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

The policy in connection with testing for impairment is outlined in Note 4.1 Depreciation and impairment.

4.3 Right-of-use assets

	2024 '000	2023 '000
Right-of-use assets		
Buildings	404	73
Vehicles	809	758
Total right-of-use assets	1,213	831

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

The Department has also entered into a Memorandum of Understanding Agreements with the Department of Finance for the leasing of office accommodation. These are not recognised under AASB 16 because of substitution rights held by the Department of Finance 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:

- 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

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.

Depreciation charge

	2024 '000	2024 '000
Depreciation charge		
Buildings	253	133
Vehicles	255	238
Total depreciation charge	508	371

The total cash outflow for leases in 2024 was \$491,000 (2023: \$420,000).

As at 30 June 2024 there were no indications of impairment of right-of-use assets.

This section should be read in conjunction with note 6.2.

5. Other assets and liabilities

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

	Notes	2024 '000	2023 '000
Receivables	5.1	10,368	7,755
Amounts receivable for services	5.2	57,593	51,739
Other current assets	5.3	4,821	3,644
Payables	5.4	7,765	9,177
Other liabilities	5.5	6,407	3,293
Provisions	5.6	702	1,034

5.1 Receivables

	2024 '000	2023 '000
Current		
Trade receivables	5,600	6,229
Allowance for impairment of receivables	(36)	(148)
GST receivable	1,564	1,650
	7,128	7,731
Loans and advances		
Other debtors	74	24
	74	24
Total current	7,202	7,755
Non-current		
Accrued Salaries account ^(a)	3,166	-
Total non-current	3,166	-
Total receivables	10,368	7,755

The Department does not hold any collateral or other credit enhancements as security for receivables.

Receivables are recognised at original invoice amount less any allowances for uncollectible amounts (i.e. impairment). The carrying amount of net trade receivables is equivalent to fair value as it is due for settlement within 30 days. Includes \$4.6 million (2023: \$4.9 million) receivable from the Western Australian Planning Commission for services provided.

^(a) Funds transferred to Treasury for the purpose of meeting the 27th pay in a reporting period that generally occurs every 11 years. This account is classified as non-current except for the year before the 27th pay year. This account has been reclassified from 'Cash and cash equivalents' to 'Receivables' as it is considered that funds in the account are not cash but a right to receive cash in future. Comparative amounts are not restated. .

5.2 Amounts receivable for services (Holding Account)

	2024 '000	2023 '000
Non-current	57,593	51,739
Total amounts receivable for services at end of period	57,593	51,739

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

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

5.3 Other assets

	2024 '000	2023 '000
Current		
Prepayments	4,737	3,424
Accrued income	84	220
Total other assets	4,821	3,644

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

	2024 '000	2023 '000
Current		
Trade payables	786	3,315
Accrued expenses	3,219	3,150
Accrued salaries	3,760	2,712
Total current payables	7,765	9,177

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 is generally within 15-20 days.

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

5.5 Other liabilities

	2024 '000	2023 '000
Current		
Unearned revenue	441	715
Other current liabilities	5,935	2,378
Receipts on account	31	200
Total other liabilities	6,407	3,293

Unearned revenue includes rental income received in advance.

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

Receipts on account include deposits received in advance.

5.6 Provisions

Pastoral Lease – Compensation

	2024 '000	2023 '000
Current		
Compensation payments	702	1,034
Total provisions at end of period	702	1,034

Under the *Land Administration Act 1997* (LAA) the Department has a legal or constructive obligation to compensate on discontinuation of 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 the Valuer-General 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	2024 '000	2023 '000
Cash and cash equivalents and restricted cash and cash equivalents	6.1	42,498	25,959
Leases	6.2	1,255	856
Finance costs	6.3	67	42
Capital commitments	6.4	13,770	-

6.1 Cash and cash equivalents and restricted cash and cash equivalents

	2024 '000	2023 '000
Cash and cash equivalents	41,841	21,754
Restricted cash and cash equivalents:		
<i>Current</i>		
- Indian Ocean Territories Service Legal Agreement	264	439
- Kalumburu Roads	227	227
- Remote Indigenous Housing West Kimberley Tripartite Forum	150	150
- Royalties for Regions – Northern Planning Program	-	431
- Royalties for Regions Fund (Lands)	16	100
Total current restricted cash and cash equivalents	657	1,347
<i>Non-current</i>		
- Accrued salaries account ^(a)	-	2,858
Total non-current restricted cash and cash equivalents	-	2,858
Total restricted cash and cash equivalents	657	4,205
Total cash and cash equivalents and restricted cash and cash equivalents	42,498	25,959

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

^(a) Funds held in the account for the purpose of meeting the 27th pay. The account has been reclassified to receivables in the current year.

6.2 Lease liabilities

	2024 '000	2023 '000
Current	628	263
Non-current	627	593
Total lease liabilities	1,255	856

The Department measures a lease liability, at the commencement date, at the present value of the lease payments that are not paid at that date. 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.

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.

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).

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 payment 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.

6.3 Finance Costs

	2024 '000	2023 '000
Lease interest expense	67	42
Total finance costs expensed	67	42

Finance costs includes the interest component of lease liability repayments.

6.4 Capital commitments

	2024 '000	2023 '000
Capital expenditure commitments, being contracted capital expenditure additional to the amounts reported in the financial statements, are payable as follows:		
Within one year	13,770	-
Later than one year and not later than five years	-	-
Later than five years	-	-
Total capital commitments	13,770	-

7. Financial instruments and contingencies

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

	Notes	2024 '000	2023 '000
Financial instruments, net	7.1	101,130	74,626
Contingent liabilities	7.2	15,500	15,000

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:

	2024 '000	2023 '000
Financial assets		
Cash and cash equivalents	41,841	21,754
Restricted cash and cash equivalents	657	4,205
Financial assets at amortised cost ^(a)	66,397	57,844
Total financial assets	108,895	83,803
Financial liabilities		
Financial liabilities at amortised cost ^(b)	7,765	9,177
Total financial liability	7,765	9,177

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

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

7.2 Contingent liabilities

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

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

	2024 '000	2023 '000
Litigations in progress	15,500	15,000
Total contingent liabilities – litigations in progress	15,500	15,000

8. Other disclosures

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

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

8.1 Events occurring after the end of the reporting period

No information has become apparent after the end of the reporting period that would materially affect the financial statements.

8.2 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 (\$)			2024	2023
500,001	to	550,000	1	-
450,001	to	500,000	-	-
400,001	to	450,000	-	1
350,001	to	400,000	-	-
300,001	to	350,000	-	-
250,001	to	300,000	1	-
200,001	to	250,000	4	6
150,001	to	200,000	-	-
100,001	to	150,000	2	-
50,001	to	100,000	1	-
0	to	50,000	-	-
			9	7
			2024 '000	2023 '000
Total compensation of senior officers			2,088	1,752

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

8.3 Related party transactions

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

Related parties of the Department include:

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

Material transactions with other related parties

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

Significant transactions with Government related entities

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

Such transactions include:

	Notes
Grants and subsidies received from State and other entities	2.3
Services provided to the WAPC	2.3
Other expenses including accommodation with the Department of Finance	2.4
Service appropriation including insurance payments from the Insurance Commission	3.1
Infrastructure, property, plant and equipment including transfer to State and sales to other agencies	4.1
Remuneration of services provided by the Auditor General	8.7

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

- Administered liabilities owing to Western Australian Land Authority in relation to land exchanges totalling \$34,965 million.

8.4 Related bodies

The Department had no related bodies during the financial year 2023-24 and 2022-23.

8.5 Affiliated bodies

The Department had no affiliated bodies during the financial year 2023-24 and 2022-23.

8.6 Special purpose accounts

Wittenoom Relocation Trust Account ^(a)

The purpose of this account is to hold funds for the purpose of purchasing property in the Wittenoom town site, relocating residents, demolition, and disposal of acquired property.

	2024 '000	2023 '000
Balance at start of period	-	1,212
Payments	-	(1,212)
Balance at end of period	-	-

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

The purpose of this account is to hold funds received pursuant to section 45(2) of the *Dampier to Bunbury Pipeline Act 1997* for application in accordance with section 45(5) of the Act.

	2024 '000	2023 '000
Balance at start of period	24,214	25,759
Receipts	5,340	110
Payments	(1,311)	(1,655)
Balance at end of period	28,243	24,214

^(a) Established under section 16(1)(b) of FMA.

During 2022-23, two instances of overpayment (totalling \$4.6m) from administered cash to the Treasury Consolidated Account resulted in the utilisation of restricted SPA funds to fund shortfalls in its administered cash fund during the year ended 30 June 2024, breaching sections 18(2) of the *Financial Management Act 2006* and 45(5) of the *Dampier to Bunbury Pipeline Act 1997*. This overpayment has continued through the 2023-24 financial year however, payments from this Trust Account during 2023-24 were in accordance with the purpose of this Special Purpose Account but were made utilising DBGNP funds to cover the deficit of the other administered funds as at 30 June 2024, resulting in a breach of Section 18(2).

Additionally, included in the payments for 2023-24 is a reduction of \$379k which relates to incorrect payroll allocations made prior to 2023-24.

8.7 Remuneration of auditors

Remuneration paid or payable to the Auditor General in respect of the audit for the current financial year is as follows:

	2024 '000	2023 '000
Auditing the accounts, financial statements, controls and key performance indicators	518	450

8.8 Equity

	2024 '000	2023 '000
Contributed equity		
Balance at start of period	253,308	237,673
<i>Contribution by owners</i>		
Capital appropriation	19,854	5,923
Other contributions by owners	17,622	11,962
Total contributions by owners	37,476	17,885
<i>Distribution to owners</i>		
Land	(1,075)	(2,250)
Total distributions to owners	(1,075)	(2,250)
Balance at end of period	289,709	253,308
Asset revaluation surplus		
Balance at start of period	150,513	149,221
Land	1,600	107
Buildings	(2,651)	1,185
Balance at end of period	149,462	150,513

8.9 Supplementary financial information

(a) Write-offs

During the financial year, \$12,971 (2023: \$60,780) was written off the Department's books under the authority of:

	2024 '000	2023 '000
The accountable authority	13	4
The Minister	-	57
Total write-offs	13	61

(b) Losses through theft, defaults and other causes

During 2023-24 and 2022-23 the Department did not report any losses due to theft, defaults, and other causes.

(c) Gifts of public property

There were no gifts of public property provided by the Department during the financial year 2023-24 and 2022-23.

8.10 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 2024, and between the actual results for 2024 and 2023 are shown below. Narratives are provided for key major variances that vary more than 10 per cent from their comparative and that the variation is more than one per cent of the:

- Total cost of services for the previous year for the Statement of Comprehensive Income and Statement of Cash Flows; and
- Total assets for the previous year for the Statement of Financial Position.

8.10.1 Statement of Comprehensive Income Variances

	Variance	Estimate ¹	Actual	Actual	Variance between estimate and actual	Variance between actual results for 2024 and 2023
	Note	2024 '000	2024 '000	2023 '000	'000	'000
Expenses						
Employee benefits expense	A	123,573	131,536	110,678	7,963	20,858
Supplies and services	1, B	66,666	53,805	47,599	(12,861)	6,206
Depreciation and amortisation expense		5,254	3,316	2,275	(1,938)	1,041
Finance costs		59	67	42	8	25
Accommodation expenses		10,421	8,989	8,598	(1,432)	391
Grants and subsidies	2	51,401	17,939	16,714	(33,462)	1,225
Costs of sales		156	190	162	34	28
Impairment	3, C	-	4,224	-	4,224	4,224
Other expenses	D	26,371	25,928	21,848	(443)	4,080
Total cost of services		283,901	245,994	207,916	(37,907)	38,078
Income						
User charges and fees	4	33,036	7,400	5,356	(25,636)	2,044
Sales		3,591	4,250	3,994	659	256
Rental revenue		4,249	3,829	3,423	(420)	406
Commonwealth grants and contributions		841	730	783	(111)	(53)
Grants and subsidies		-	91	-	91	91
Other income		1,183	715	1,715	(468)	(1,000)
Total Income		42,900	17,015	15,271	(25,885)	1,744
Total income other than income from State Government		42,900	17,015	15,271	(25,885)	1,744
Net cost of services		241,001	228,979	192,645	(12,022)	36,334
Income from State Government						
Service appropriation	E	138,804	149,500	81,787	10,696	67,713
Income received from other public sector entities	5	70,259	54,106	49,712	(16,153)	4,394
Services received free of charge		11,245	9,352	9,564	(1,893)	(212)
Royalties for Regions Fund		5,826	5,818	5,822	(8)	(4)
Total income from State Government		226,134	218,776	146,885	(7,358)	71,891
Surplus/(deficit) for the period		(14,867)	(10,203)	(45,760)	4,664	35,557
Other comprehensive income/(losses)						
Items not reclassified subsequently to profit or loss						
Changes in asset revaluation surplus		-	(1,051)	1,292	(1,051)	(2,343)
Total other comprehensive income/(loss)		-	(1,051)	1,292	(1,051)	(2,343)
Total comprehensive income/(loss) for the period		(14,867)	(11,254)	(44,468)	3,613	33,214

¹ These estimates are published in the State Budget 2023-24, Budget Papers No.2 'Budget Statements'. The total cost of services is aligned to budget paper however due to reclassifications in Strategic Information Management System (SIMS) of few items between 'supplies and services' and 'other expenses' these may not tie back to budget paper on a standalone basis. The actual costs have also been disclosed in line with SIMS mapping hence the comparison represents the true variance. The same principle applies to note 8.10.3 'Statement of Cash Flow Variance'.

Major Estimate and Actual (2024) Variance Narratives

- Supplies and services expenses are lower than budget estimate by \$12.86 million mainly due to expenditure of \$8.3 million for Precinct Infrastructure Fund payments for High Wycombe and Redcliffe Stations carryover and \$5.1 million Housing Acceleration carryover to 2024-25.
- Grants and subsidies expenses are lower than budget estimate by \$33.46 million mainly due to the deferral of payments of grants to outyears, primarily the Infrastructure Development Fund (IDF).
- Impairment is higher than budget estimate by \$4.22 million mainly due to no budget being allocated to impairment as it resulted from an unforeseen event namely the Mira Mar land slide.
- User charges and fees are lower than the budget estimate by \$25.64 million mainly due to the repeal of the *Aboriginal Culture Heritage Act 2021* resulting in the Department not receiving fees and charges forecasted to be received under the new legislation.
- Income received from other public sector entities is lower than the budget estimate by \$16.15 million mainly due to the deferral of the Kimberley Recovery Housing and, Community Roads Package and the Victoria Quay Place Improvement and Activation Project.

Major Actual (2024) and Comparative (2023) Variance Narratives

- Employee benefits expenses have increased by \$20.86 million due to a three per cent salary increase and an increase of approximately nine per cent in staff head count year on year.
- Supplies and services have increased by \$6.21 million mainly due to temporary labour hire and engagement of consultants for projects such as Future of Fremantle and contaminated sites.
- Impairment increased by \$4.22 million mainly due to impairment of \$3.16 million recognised on an onerous contract resulting from the Mira Mar land slide and impairment on buildings of \$1.06 million.
- Other expenses have increased by \$4.08 million mainly due to revaluation decrement and loss on disposal of non-current assets in 2023-24 (2023: Nil) as a result of the reserve for buildings being exhausted.
- Service appropriation increased by \$67.7 million mainly due to carryover of appropriation for projects such as the IDF, Indigenous Land Use Agreements (ILUAs), and revision of expenditure profile.

8.10.2 Statement of Financial Position Variances

	Variance	Estimate	Actual	Actual	Variance between estimate and actual	Variance between actual results for 2024 and 2023
	Note	2024 '000	2024 '000	2023 '000	'000	'000
Assets						
Current Assets						
Cash and cash equivalents		30,596	41,841	21,754	11,245	20,087
Restricted cash and cash equivalents		2,740	657	1,347	(2,083)	(690)
Inventories		80	66	70	(14)	(4)
Receivables		6,872	7,202	7,755	330	(553)
Other current assets		4,161	4,821	3,644	660	1,177
Total current assets		44,449	54,587	34,570	10,138	20,017
Non-Current Assets						
Receivables		-	3,166	-	3,166	3,166
Restricted cash and cash equivalents		2,452	-	2,858	(2,452)	(2,858)
Amounts receivable for services		57,473	57,593	51,739	120	5,854
Property, plant and equipment		301,851	289,139	291,760	(12,712)	(2,621)
Right-of-use assets		781	1,213	831	432	382
Intangible assets	F	22,011	20,297	12,078	(1,714)	8,219
Total non-current assets		384,568	371,408	359,266	(13,160)	12,142
Total assets		429,017	425,995	393,836	(3,022)	32,159
Liabilities						
Current Liabilities						
Payables		856	7,765	9,177	6,909	(1,412)
Lease liabilities		214	628	263	414	365
Employee-related provisions	G	25,523	28,865	22,350	3,342	6,515
Other current liabilities		7,095	6,407	3,293	(688)	3,114
Provisions		1,302	702	1,034	(600)	(332)
Total current liabilities		34,990	44,367	36,117	9,377	8,250
Non-current liabilities						
Lease liabilities		656	627	593	(29)	34
Employee related provisions		4,797	3,597	4,869	(1,200)	(1,272)
Total non-current liabilities		5,453	4,224	5,462	(1,229)	(1,238)
Total liabilities		40,443	48,591	41,579	8,148	7,012
Net assets		388,574	377,404	352,257	(11,170)	25,147
Equity						
Contributed equity		277,190	289,709	253,308	12,519	36,401
Reserves		149,233	149,462	150,513	229	(1,051)
Accumulated surplus/(deficit)		(37,849)	(61,767)	(51,564)	(23,918)	(10,203)
Total Equity		388,574	377,404	352,257	(11,170)	25,147

¹ These estimates are published in the State Budget 2023-24, Budget Papers No.2 'Budget Statements'.

Major Estimate and Actual (2024) Variance Narratives

Nil

Major Actual (2024) and Comparative (2023) Variance Narratives

- F. Intangible assets increased by \$8.22 million mainly due to costs for Planning Online and ACHKnowledge systems.
- G. Employee-related provisions increased by \$6.52 million mainly due to leave provision from higher full time equivalents and salary increase.

8.10.3 Statement of Cash Flow Variance

	Variance	Estimate	Actual	Actual	Variance between estimate and actual	Variance between actual results for 2024 and 2023
	Note	2024 '000	2024 '000	2023 '000	'000	'000
Cash flows from the State Government						
Service appropriation	H	133,070	143,646	76,439	10,576	67,207
Capital appropriations	6, I	4,009	19,854	5,923	15,845	13,931
Capital contributions from Treasury Special Purpose Accounts	J	17,622	17,622	11,962	-	5,660
Funds from other public sector entities	7	70,259	54,738	49,866	(15,521)	4,872
Royalties for Regions Fund		5,826	5,818	5,822	(8)	(4)
Net cash provided by State Government		230,786	241,678	150,012	10,892	91,666
Cash flows from operating activities						
Payments						
Employee benefits	K	(122,544)	(128,299)	(108,931)	(5,755)	(19,368)
Supplies and services	8, L	(56,168)	(43,402)	(38,471)	12,766	(4,931)
Finance costs		(59)	(67)	(43)	(8)	(24)
Accommodation		(9,824)	(8,480)	(7,911)	1,344	(569)
Grants and subsidies	9	(51,401)	(18,188)	(16,719)	33,213	(1,469)
GST payments on purchases	10	(4,257)	(9,399)	(7,714)	(5,142)	(1,685)
GST payments to taxation authority		(1,983)	(1,213)	(1,350)	770	137
Other payments	11	(26,313)	(21,061)	(20,529)	5,252	(532)
Receipts						
Sales of goods and services		4,444	4,246	3,816	(198)	430
User charges and fees	12	33,036	7,397	5,357	(25,639)	2,040
Commonwealth grants and contributions		841	730	783	(111)	(53)
GST receipts on sales		1,994	1,299	1,240	(695)	59
GST receipts from taxation authority	13	4,239	8,262	6,956	4,023	1,306
Other receipts		4,587	5,285	4,079	698	1,206
Net cash provided by/(used in) operating activities		(223,408)	(202,890)	(179,437)	20,518	(23,453)
Cash flows from investing activities						
Payments						
Purchase of non-current assets	M	(19,331)	(18,592)	(11,369)	739	(7,223)
Net cash provided by/(used in) investing activities		(19,331)	(18,592)	(11,369)	739	(7,223)
Cash flows from financing activities						
Payments						
Lease repayments		(356)	(491)	(417)	(135)	(74)
Payment to accrued salaries		-	(308)	-	(308)	(308)
Net cash provided by/(used in) financing activities		(356)	(799)	(417)	(443)	(382)
Net increase/(decrease) in cash and cash equivalents		(12,309)	19,397	(41,211)	31,706	60,608
Cash and cash equivalents at the beginning of the period		48,097	25,959	67,170	(22,138)	(41,211)
Accrued salaries cash at the beginning of the period		-	(2,858)	-	(2,858)	(2,858)
Cash and cash equivalent at the end of the period		35,788	42,498	25,959	6,710	16,539

¹ These estimates are published in the State Budget 2023-24, Budget Papers No.2 'Budget Statements'.

Major Estimate and Actual (2024) Variance Narratives

6. Capital appropriations are higher than the budget estimate by \$15.85 million mainly due to supplementary funding received for the acquisition of properties in Mira Mar, Albany, and the development of ACHknowledge (intangible asset).
7. Funds from other public sector agencies is lower than the budget estimate by \$15.52 million mainly due to the deferral of Kimberley Recovery Housing and Community Roads Package and the Victoria Quay Place Improvement and Activation Project.
8. Supplies and services are lower than the budget estimate by \$12.77 million mainly due to expenditure of \$8.3 million for Precinct Infrastructure Fund payments for High Wycombe and Redcliffe Stations carryover and \$5.1 million for Housing Acceleration carryover to 2024-25.
9. Grants and subsidies are lower than the budget estimate by \$33.21 million mainly due to the deferral of payment of grants to outyears, primarily the Infrastructure Development Fund.
10. GST payments on purchases are higher than the budget estimate by \$5.14 million due to increased project activity.
11. Other payments are lower than the budget estimate by \$5.25 million mainly due to the lower spend in the IDF program.
12. User Fees and Charges is lower than the budget estimate by \$25.64 million mainly due to repeal of the *Aboriginal Culture Heritage Act 2021* resulting in the Department not receiving fees and charges forecasted to be received under the new legislation.
13. GST receipts from taxation authority is higher than the budget estimate by \$4.02 million mainly due to higher refunds as a result of payments of taxable supplies.

Major Actual (2024) and Comparative (2023) Variance Narratives

- H. Service appropriation is higher than the prior year by \$67.21 million mainly due to additional funding provided to the Department to compensate for lower revenue due to the repeal of the *Aboriginal Culture Heritage Act 2021*. There was also an increase in project expenditure related to the IDF and Precinct Infrastructure Fund.
- I. Capital appropriations increased by \$13.93 million mainly due to supplementary funding received for the acquisition of properties in Mira Mar, Albany, and development of ACHknowledge.
- J. Capital contributions from Treasury Special Purpose Accounts increased by \$5.66 million mainly due to funding received for the Housing Diversity Pipeline and Climate Adaption.
- K. Employee benefits increased by \$19.37 million mainly due to a three per cent salary increase and an increase of approximately nine percent in staff head count year on year.
- L. Supplies and services increased by \$4.93 million mainly due to an increase in expenditure relating to new projects such as the Housing Diversity Pipeline and METRONET Housing Delivery Program.
- M. Purchase of non-current assets increased by \$7.22 million mainly due to the acquisition of properties in Mira Mar, Albany, and development of the Planning Online and ACHknowledge systems.

9. 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	9.1
Contingent liabilities	9.2
Prior Period Error Restatement	9.3

9.1 Disclosure of administered income and expenses

This explanatory section explains variations in the financial performance of the Department undertaking transactions that it does not control but has responsibility for to the Government, as detailed in the administered schedules.

All variances between annual estimates and actual results for 2024 and between the actual results for 2024 and 2023 are shown below. Narratives are provided for key major variances that vary by more than 10 per cent from their comparative and that the variation is more than one per cent of the total administered income for the previous year.

	Variance	Estimate	Actual	Actual	Variance between estimate and actual	Variance between actual results for 2024 and 2023
	Note	2024 '000	2024 '000	2023 (Restated)* '000	'000	'000
Income						
For transfer:						
Sale of land	1, A	23,000	19,347	44,742	(3,653)	(25,395)
Rent revenue	2	18,609	24,472	25,264	5,863	(792)
Reserve transfers	3, B	-	56,247	70,371	56,247	(14,124)
Revaluation increment	C	-	-	198,122	-	(198,122)
Other income		-	2,067	1,513	2,067	554
Other revenue		1,569	3,047	3,375	1,478	(328)
Total administered income		43,178	105,180	343,387	62,002	(238,207)
Expenses						
Employee expenses		965	843	824	(122)	19
Revaluation decrement	4, C	-	189,322	-	189,322	189,322
Impairment land	D	-	74	3,947	74	(3,873)
Depreciation		1,567	3,262	4,162	1,695	(900)
Cost of goods sold	5, E	-	41,647	65,914	41,647	(24,267)
Payments to Consolidated Account	F	39,737	42,663	67,473	2,926	(24,810)
Reserve transfers	6	-	31,114	31,968	31,114	(854)
Other expenses		2,789	2,960	5,061	171	(2,101)
Total administered expenses		45,058	311,885	179,349	266,827	132,536

¹ These estimates are published in the State Budget 2023-24, Budget Papers No.2 'Budget Statements'.

Major Estimate and Actual (2024) Variance Narratives

1. Sale of land is lower than the budget estimate by \$3.65 million mainly due to the sale of land parcels. Accurate estimates are not able to be predetermined due to the nature of these transactions.
2. Rent revenue is higher than budget estimate by \$5.86 million mainly due to increased rentals received for Crown land leases than originally budgeted.
3. Reserve transfers are higher than the budget estimate by \$56.24 million due to transfers of Crown land from State Government agencies, local governments, or incorporated community groups to the Department when the management orders are removed. Accurate estimates are not able to be predetermined due to the nature of these transactions.
4. Revaluation decrement is higher than the budget estimate by \$189.3 million due to a budget estimate not set for this item.
5. Cost of goods sold is higher than the budget estimate by \$41.65 million which reflects that the value of assets sold. Accurate estimates are not able to be predetermined due to the nature of these transactions.
6. Reserve transfers are higher than the budget estimate by \$31.11 million mainly due to transfers of Crown land from State Government agencies, local governments, or incorporated communities to the Department when the management orders are added. Accurate estimates are not able to be predetermined due to the nature of these transactions.

Major Actual (2024) and Comparative (2023) Variance Narratives

- A. Sale of land has decreased by \$25.40 million mainly due to divestment of the Cottesloe Deaf School in 2022-23.
- B. Reserve transfers decreased by \$14.12 million mainly due to the lower aggregate value of transfers of Crown land from State Government agencies, local governments, or incorporated groups to the Department when the management orders are removed.
- C. Revaluation increment/(decrement) has changed from an increment of \$198.12 million in 2022-23 to a decrement of \$189.32 million for 2023-24. The revaluation process for land and buildings is based on valuations undertaken by the Valuer General. In 2023-24 a significant number of land parcels were reassessed based on their current usage and determined to be valued based on a restricted "Current Use" basis rather than a "market value" basis. This was one of the key drivers in the decrement being recorded for 2023-24.
- D. Impairment of land has decreased by \$3.87 million mainly due to no impairment being required in the current year. The prior year related to impairment being required on land held for sale due to the expected sales value being below book value.
- E. Cost of goods sold has decreased by \$24.27 million compared to 2022-23 mainly due to the sale of land assets, primarily divestment of the Cottesloe Deaf School. Given the nature of these transactions, amounts fluctuate year on year.
- F. Payments to the Consolidated Account has decreased by \$24.81 million mainly due to lower land sales values compared to the prior year.

9.2 Contingent liabilities

Indigenous Land Use Agreements

ILUAs are a mechanism under the Native Title Act 1993 (Cth) (NTA) that can be used as a mechanism for resolving the State Government’s (State) compensation liability for activities that have impacted on native title rights and interests.

The State has entered into nine comprehensive ILUAs with Native Title Bodies, being:

- South West Native Title Settlement (comprised of six ILUAs)
- Yamatji Nation ILUA
- Tjiwarl Palyakuwa (Agreement) ILUA
- Kariyarra and State ILUA.

Under the nine ILUAs are commitments for land outcomes to be delivered from the pool of unallocated Crown land (UCL) and unmanaged reserves (UMR) within the boundaries of each.

South West Native Title Settlement

The Noongar Land Estate under the South West Native Title refers to the staged handover of up to 320,000 hectares of land, to be drawn from the pool of eligible UCL and UMR. State owned or managed freehold can be included at the discretion of the landowner or manager, including properties from the Aboriginal Land Trust (ALT) estate. To date, 1,113 hectares of land have been transferred into the Noongar Land Estate, being 89 parcels of UCL and UMR and 16 ALT properties. Up to 318,887 additional hectares of UCL and UMR may be progressed for transfer on requisite acceptance from the Trustee for the Noongar Boodja Trust.

Due to insufficient information on land selection, land transfer timeframe, as well as the market value of the land (AASB 137 paragraph 10), it is not feasible to be quantified as a provision.

Yamatji Nation ILUA

The Yamatji Land Estate commitment under the Yamatji Nation ILUA is a key deliverable for the State, involving the staged transfer of up to 149,090 hectares of land. The Department works with the Regional Entity, Yamatji Southern Regional Corporation in the delivery of the Yamatji Land Estate, along with the two landholding bodies. More than 1,300 land parcels forming a pool of eligible land may be transferred at the request of the land holding bodies. Of the pool of eligible land, 95 parcels of UCL and UMR land are committed for transfer and are included in the disclosure as administered other provisions totalling \$1.62 million (please refer to Administered assets and liabilities).

The Tjiwarl Palyakuwa (Agreement) ILUA

The Tjiwarl Palyakuwa ILUA was registered by the National Native Title Tribunal on 22 May 2022. Four pathways exist for the delivery of the Tjiwarl Land Estate, with the only land commitments to date being the First Stage Lands. The Department is working closely with Tjiwarl Aboriginal Corporation to progress the transfer of the first land parcel to create the Tjiwarl Land Estate, which is expected to occur in August 2024. Nine additional parcels of UCL and UMR land are committed as First Stage Lands. It is expected that all 10 will be transferred before the end of the 2024-25 Financial year. These land titles pending transfer are included in the disclosure as other provisions totalling \$0.032 million (please refer to Administered assets and liabilities).

The Kariyarra and State ILUA

The Kariyarra and State ILUA provided for the expansion of the Port Hedland and residential development in South Hedland in exchange for agreed land tenure outcomes and monetary benefits totalling \$500,000. All ILUA-prescribed payments to the Kariyarra Land Aboriginal Corporation (KLAC) have been made, and most land transfers were complete between 2018 and 2020. The remaining land-related commitments rely on third party consents, or the resolution of complex land tenure matters before they can progress. As such, they are not feasible to be quantified as a provision.

Contaminated sites

Under the *Contaminated Sites Act 2003* (CSA), the Department is required to report known and suspected contaminated sites to the DWER. In accordance with the Act, DWER classifies these sites on the basis of the risk to human health, the environment, and environmental values.

The Department is required to recognise a contingent liability in respect of a site where:

- The site has been classified contaminated – remediation required (CRR) under the Act, and remediation costs cannot be reliably estimated;
- The site has been classified possibly contaminated – investigation required (PC-IR) under the Act, and investigation costs cannot be reliably estimated.

Under s29 and s32 of the Act, the Department (on behalf of the State) is the responsible department for any orphaned contaminated sites and contaminated sites that are re-vested back to the State.

DWER approved a reporting program for the Department under section 12 of the CSA for the systematic identification, inspection, reporting and treatment of suspected contaminated sites on Crown land. Under the section 12 program (revised in 2018), there is a requirement for State Land Officers to inspect 30 suspected contaminated sites on unmanaged Crown land per year.

A new contaminated sites management system (CSMS) was initially implemented in December 2019, with the most recent release implemented in April 2022. The CSMS is able to assess the probability of contamination on Crown land and track the progression of desk checks, inspections, and investigations for known or suspected contaminated sites. The CSMS identified ‘sites’ based on single parcel identification numbers (PINS), so there may be several ‘sites’ within one larger UMR or UCL parcel of land.

Following the completion in 2019 of an initial Geographic Information System-based Multi-Criteria Analysis process completed in 2019, approximately 34,680 UCL sites were identified as representing a potential contamination risk. These lots all required an initial desktop-based review (Desk Check), which identifies sites that require contaminated sites inspections by State Land Officers. In 2023-24, a total of 122 sites were inspected.

Following the site inspection, the Department determines whether the site requires further investigation and subsequent reporting to DWER as a suspected or known contaminated site.

Dependent on availability of funding, the Department then engages qualified environmental consultants and contaminated sites auditors to undertake contaminated sites investigations and remediation works as required. The extent of the Department’s liability can only be quantified as DWER progressively classifies sites under the program. Over time investigation will be required on each of the sites to clarify whether remediation is required.

The Department recognises provisional liabilities in respect of a site where:

- The site has been classified as possibly contaminated – investigation required or contaminated – remediation required under the Act;
- The Department is responsible for the site under the Act; and
- A reliable estimate can be made of the costs of investigation/remediation of the site.

The Wittenoom area is affected by asbestos contamination from historical mining activities. The Wittenoom Asbestos Management Area (WAMA), which covers an area of 46,840 hectares of land and has been classified by DWER in 2008 as a contaminated site. Given the extent of contamination in and around Wittenoom and the sheer size of the site at 46,840 hectares, it is extremely unlikely that the entire WAMA site can be fully remediated and any efforts to achieve partial remediation would require significant investment. In FY2023-24, demolition and general clean-up works (not remediation) was completed to remove above ground infrastructure and general waste. The Department’s position is that for ‘Contaminated, Remediation Required’ classified sites for Wittenoom (169 sites), there is no definitive final remediation outcome or liability confirmed in terms of the Department’s action and the potential for other liable parties to be involved and contribute towards remediation. The Department’s view is that a possible obligation will be raised only when the outcome of remediation action is confirmed, and no reliable estimate can be made for these sites. Therefore, a contingent liability should be disclosed as opposed to a provision. This stance has not been changed by the works conducted in FY2023-24.

During the 2023–2024 financial year, seven sites (2023: seven sites) require remediation or other management and have been classified by DWER as ‘contaminated – remediation required’. These are not Wittenoom sites and provisional liability costs for these sites have been provided for as part of administered other provisions totalling \$4.84 million (2023: \$5.46 million).

An additional 25 sites are classified ‘contaminated – remediation required’ and are considered UCL sites based on land tenure. However, it has been determined that the Department is not responsible under the CSA for these sites and has not recognised provisional liabilities for these sites. In addition, 3,613 sites have been classified by DWER as ‘possibly contaminated – investigation required’ and require formal investigation. The Department has not recognised any provisional liabilities for these sites as these costs cannot be reliably estimated.

9.3 Prior Period Error Restatement

During the current year it was determined that there was an error in the value of administered land at fair value which had impact on the comparative balances that were presented for the year ended 30 June 2023. The key reason for this error was due to changes in management order status not being recorded correctly, which resulted in a net overstatement of administered land of \$305 million. A summary of the restatement that has been necessary to the administered schedules is set out below::

	30 June 2023 (as previously reported) ‘000	Increase/ (Decrease) ‘000	30 June 2023 (Restated) ‘000
Administered Income and Expenses Schedule (Extract)			
Income			
Reserve Transfers	54,852	15,519	70,371
Revaluation Increment	259,927	(61,805)	198,122
Expenses			
Reserve Transfers	34,028	(2,060)	31,968
	30 June 2023 (as previously reported) ‘000	Increase/ (Decrease) ‘000	30 June 2023 (Restated) ‘000
Administered Assets and Liabilities Schedule (Extract)			
Non-Current Assets			
Land at Fair Value	2,950,454	(305,434)	2,645,020



Department of **Planning,
Lands and Heritage**

CERTIFICATION OF
KEY PERFORMANCE INDICATORS
for the year ended 30 June 2024

I hereby certify that the key performance indicators are based on proper records, are relevant and appropriate to 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 2024.

Anthony Kannis PSM
Director General
Department of Planning, Lands and Heritage
5 November 2024

THE DEPARTMENT’S DESIRED OUTCOME AND KEY PERFORMANCE INDICATORS

For the year ended 30 June 2024

Relationship to Government Goals

The Department is responsible for planning and managing land and heritage for all Western Australians – now and into the future. Through the desired outcomes and services listed below, the Department contributes to the State Government’s goal of “Investing in WA’s future: Tackling climate action and supporting the arts, culture and sporting sectors to promote vibrant communities”.

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

The KPIs that follow provide information on how well the activities of the Department have contributed to the delivery of its services on the achievement of the desired outcomes. Results are comparable with performance in previous years (where available) and targets published in the Budget Papers. The key efficiency indicators measure the relationship between the services delivered and the resources used to produce the service.

DPLH Desired Outcome

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

Effectiveness Indicator

Percentage of applications determined within the statutory timeframe

The timely determination of applications is important in supporting the construction industry and the delivery of housing in suitable locations.

The Department and its officers have the delegated authority to determine subdivision and development applications, or endorse deposited and strata plans, on behalf of the WAPC.

Subdivision is the division of land into separate lots but can also include the amalgamation of several lots into a larger lot. For this measure, subdivisions include green title and survey strata subdivisions. A deposited plan defines the boundaries of a green title lot of land while a strata plan contains a detailed pictorial description of lots within a strata arrangement. Development applications detail the proposed development of land. Subdivision applications, deposited and strata plans, and development applications are all determined or endorsed within strategic, legislative and policy frameworks that support the sustainable development of well-planned communities in Western Australia.

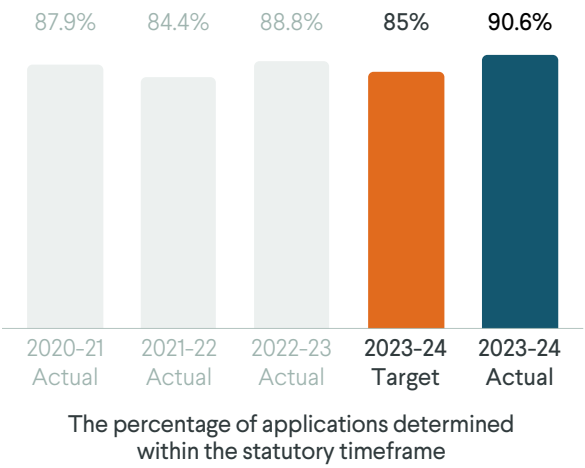
This KPI demonstrates the Department’s effectiveness in:

- determining subdivision applications within the 90-day statutory timeframe, or a longer period with an applicant’s written agreement
- reviewing and endorsing deposited and strata plans within the 30-day statutory timeframe, or a longer period with an applicant’s written agreement. This KPI excludes built strata plans that local governments determine under delegated authority
- determining region scheme development applications within these statutory timeframes:
 - 60 days for the metropolitan region or a longer period with an applicant’s written agreement
 - 90 days for the Greater Bunbury and Peel regions or a longer period with an applicant’s written agreement.

In 2023-24, the Department:

- determined 90.3 per cent of subdivision applications within the statutory timeframe
- endorsed 92.9 per cent of deposited and strata plans within the statutory timeframe
- determined 79.4 per cent of development applications within the statutory timeframe.

The following graph shows the combined result for 2023-24.



Explanation for significant variance

The variance between the 2023-24 actual and the 2023-24 target is due to more timely responses from other agencies and resolution of issues during the statutory period.

Effectiveness Indicator

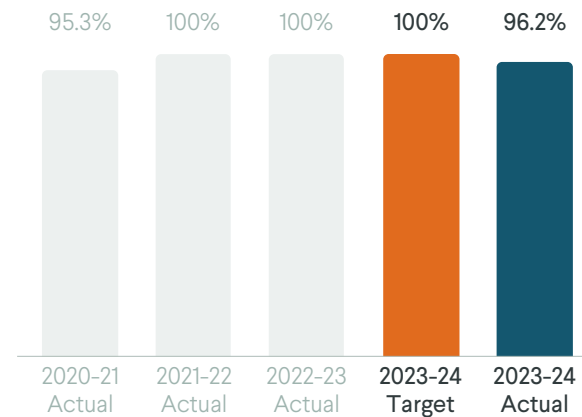
Percentage of finalised appeals (excluding DAPs) that are not upheld on review by the SAT

The WAPC has delegated some of its decision-making powers to nominated departmental officers to determine or endorse statutory planning applications. In addition, the Department's officers also make recommendations to the WAPC in relation to statutory planning applications.

Legislation provides certain rights for an applicant to appeal decisions made by the WAPC or under delegation. This KPI measures the effectiveness of the WAPC's planning policies and how effectively these policies are applied in making decisions and formulating recommendations to the WAPC.

If the policies are not effectively applied in the decision-making process, an applicant may seek a review of the decision at the SAT, which can lead to delays in building and additional development costs.

This KPI excludes SAT appeals relating to DAP applications. While administration of the DAP system is overseen by the Department, the decision made by a DAP is independent of the Department and the WAPC.



The percentage of finalised appeals (excluding DAPs) that are not upheld on review by the SAT

Explanation for variance

In 2023-24, a total of 26 appeals were finalised. The variance between the 2023-2024 actual and 2023-24 target is due to one of these appeals being upheld by the SAT.

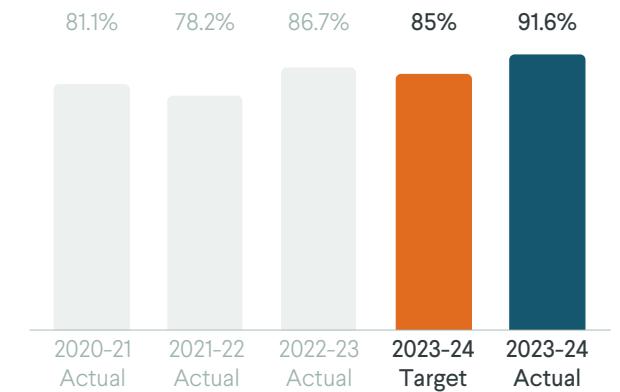
Effectiveness Indicator

Percentage of local planning scheme amendments processed by the Department under delegated authority and submitted to the Minister within the statutory timeframe (Basic 42 days, Standard 60 days, Complex 90 days)

The Department processes local planning scheme amendments and submits to the WAPC for recommendation to the Minister within strategic, legislative and policy frameworks that support the sustainable development of well-planned communities in Western Australia. Local planning schemes outline how Government plans to use and develop land, classify areas for land use and include provisions to coordinate regional infrastructure (traditional and community) in a locality through Development Contribution Plans. Section 75 of the *Planning and Development Act 2005* provides for the amendment of local planning schemes, and this KPI demonstrates the Department's effectiveness in processing amendments to local planning schemes within the statutory timeframes.

Unless the Minister approves a longer period, the Department (through the WAPC) must consider the amendment, make any recommendations to the Minister, and submit the documents and recommendations to the Minister:

- within 42 days for basic local planning scheme amendments in accordance with regulation 60 of the Planning and Development (Local Planning Scheme) Regulations 2015
- within 60 days for standard Local Planning Scheme amendments in accordance with regulation 55 of the Regulations
- within 90 days for complex Local Planning Scheme amendments in accordance with regulation 45 of the Regulations.



The percentage of local planning scheme amendments processed by the Department under delegated authority and submitted to the Minister within the statutory timeframe

Explanation for significant variance

The variance between the 2023-24 actual and the 2023-24 target is mainly due to the continued efforts of the dedicated teams in this area, which includes:

- collaboration – planning staff attending and knowledge sharing at the regular scheme meetings to ensure that both metropolitan and regional teams are providing consistent advice and assessments; and
- compliance measures – weekly audits are conducted by the Schemes Administration Coordinator that identify scheme amendments that are approaching the end of their statutory period, with subsequent reminders sent to planning staff.

Effectiveness Indicator

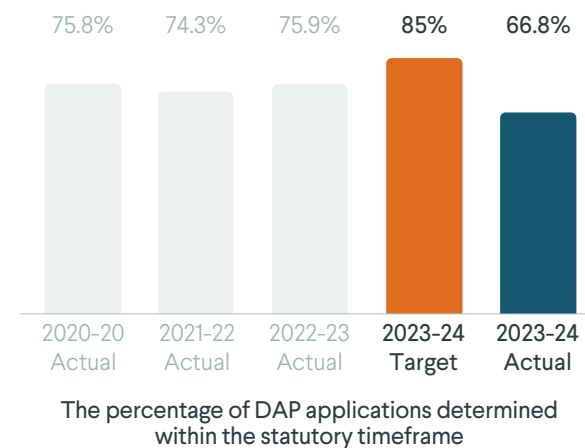
Percentage of DAP applications determined within the statutory timeframe

The DAP system was established under the Planning and Development (Development Assessment Panels) Regulations 2011. As a key component of planning in Western Australia, the intent of DAPs is to enhance planning expertise in decision-making by improving the balance between technical advice and local knowledge. The Department provides coordination and secretariat services to each DAP.

A DAP determines development applications within strategic, legislative and policy frameworks that support the development of well-planned communities in Western Australia. Under the regulations, each DAP will determine development applications that meet set type and value thresholds as if it were the responsible authority under the relevant planning instrument, such as the local or region planning scheme.

Under the regulations, a DAP, unless otherwise agreed to in writing between the applicant and DAP Executive Director, is to make a decision within no more than 60 days after receipt of an application, or 90 days if the proposal is subject to public advertising. The overall process from the receipt of a DAP application to a DAP decision involves local government, planning and legal staff from the Department, the DAP Secretariat, and the DAP itself.

During 2023-24, the DAPs determined a total of 217 applications (53 applications fewer than 2022-23).



Explanation for significant variance

The variance between the 2023-24 actual and both the 2023-24 target and 2022-23 actual is due to the effects of transitioning to the reformed DAP arrangements in the second half of the year, complexity of applications, and the introduction of a regular meeting schedule. These collectively resulted in the determination of some applications outside of their statutory timeframes. However, results confirm the majority of the delays were less than a week, except for a small number of DAP applications that were deferred during the year.

DPLH Desired Outcome

An effective system for the administration of Crown land and the ALT estate

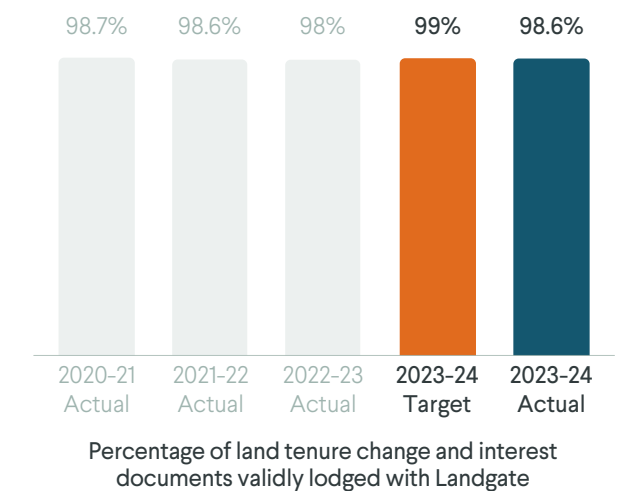
Effectiveness Indicator

Percentage of land tenure change and interest documents validly lodged with the Western Australian Land Information Authority (Landgate)

This indicator demonstrates the importance of the Department lodging documents for registration, free of errors, to meet agreed timeframes and to provide security of land tenure.

The Department lodged 2,164 documents with Landgate during 2023-24. These included applications for new titles, reserve creations, conveyance and amalgamations, easements, leases, road closures and transfers of land. The lodgement of documents to finalise transactions follows significant negotiation and document preparation processes.

The accuracy of registration documents lodged with Landgate is imperative to the legal validity of the transactions, and any requisitions received from Landgate identifying errors, may result in additional fees and time delays for our customers.



Effectiveness Indicator

Number of leases or divestments of ALT estate land to direct Aboriginal control

Divestment and transfer of all ALT estate land to Aboriginal people is a priority for the State Government, and a key focus for the Department. The transfer of land into the control of Aboriginal people is critical to achieving social, cultural and economic outcomes.

The number of divestments are calculated from 2017, when the Government gave a commitment to divest the entire ALT estate into the direct control of Aboriginal people. The number is defined as approvals from the ALT and the Minister for Aboriginal Affairs to divest a property.

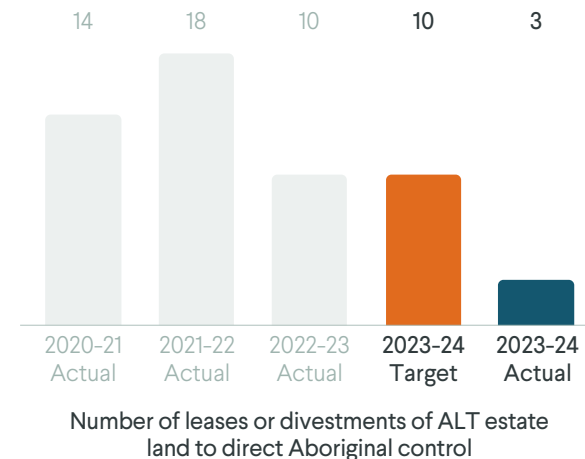
Since 2017, the following outcomes have been achieved through the Department's divestment program:

- 27 properties have been divested into the ownership or management of Aboriginal corporations, with one property returned to the control of the State
- the Department has received approval from the ALT and the Minister for Aboriginal Affairs to divest a further 50 properties.

As of June 2024, there are 285 properties remaining in the ALT estate.

In addition to the above divestment of the ALT estate, the Department also leases ALT land to Aboriginal bodies, providing them with control of ALT land holdings.

This indicator relates to the number of leases or divestments of ALT estate properties approved by the ALT and Minister for Aboriginal Affairs during the financial year.



Explanation for significant variance

The variance between the 2023-24 actual and 2023-24 target is due to a number of factors:

- The body of work between approvals and divestments is extensive and involves obtaining all required statutory approvals and undertaking administrative referrals, preparation of documents, negotiation of tenure deeds and ILUAs, land assembly and site inspections, ILUA authorisations, notifications and registrations, assessment of documents by Revenue WA for transfer duty, and lastly, the lodgement of documents with Landgate.
- Many of the properties that have not yet received approval to divest are reserves proclaimed under Part III of the AAPA Act (comprising 93 per cent of the ALT estate). The divestment of the majority of these properties must await the passage of amendments to the AAPA Act, which will provide the Governor with the power to vest these reserves in an Aboriginal corporation.
- The Government has approved the drafting of amendments to the AAPA Act and the Department has been working with an independent drafter to progress the drafting of these amendments.

DPLH Desired Outcome

An effective system for the conservation of cultural heritage places in Western Australia for the benefit of present and future generations

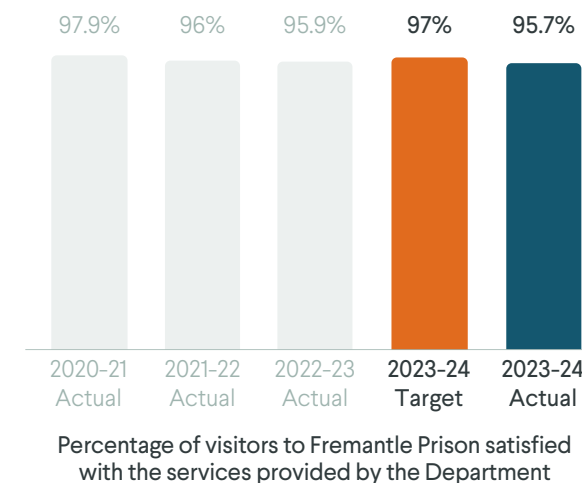
Effectiveness Indicator

Percentage of visitors to Fremantle Prison satisfied with the services provided by the Department

The Department measures this KPI by surveying visitors to determine their satisfaction with the Department's delivery of heritage education and appreciation activities at Fremantle Prison.

Fremantle Prison is one of Western Australia's most fascinating and significant cultural attractions. The Prison became the first building in Western Australia to be included on the World Heritage list. Its inscription in 2010 was part of a serial nomination with 10 other Australian Convict Sites. Under the guidance of the HCWA, the Department's vision is to preserve the heritage values of the Fremantle Prison Precinct through conservation and community engagement. The Department aims to do this by making the Prison one of Western Australia's premier destinations for tourism, cultural and educational activities.

In 2023-24, 1,137 visitors completed surveys, from a total of 218,817 visitors, providing a confidence level of 95 per cent and a margin of error of ± 2.90 per cent.



Effectiveness Indicator

Percentage of statutory approvals delivered to the Aboriginal Cultural Material Committee within set timeframes

An effective and efficient cultural heritage system relates to the timely processing of statutory applications under the *Aboriginal Heritage Act 1972* (AHA). This KPI measured the Department's delivery of applications to the Aboriginal Cultural Material Committee (ACMC) pursuant to section 18 of the AHA, within 40 working days from receipt of the application.

The Department manages Western Australia's Aboriginal heritage under the AHA, which provides protection for all places and objects in the State that are important to Aboriginal people because of connections to their culture. On behalf of the community, and in accordance with the AHA, the ACMC evaluates the importance and significance of Aboriginal places and objects.

The Department supports the ACMC in:

- evaluating and recording traditional Aboriginal lore related to places and objects
- processing and assessing statutory applications including registration of sites and objects
- processing applications to excavate Aboriginal sites and consent to certain use.

Applicants use section 18 notices to seek the consent of the Minister for Aboriginal Affairs to harm or alter a site. The Department processes notices received from land users and collates all relevant information for the ACMC's consideration. The ACMC makes a recommendation to the Minister whether to approve a notice.

On 1 July 2023, the AHA was repealed and replaced by the *Aboriginal Cultural Heritage Act 2021* (ACHA 2021), with the AHA section 18 process and ACMC entering a six-month 'transitioning out' phase.

During this period, section 18 notices submitted prior to 1 July 2023 had six months to be resolved rather than the 40-day processing window that had previously been targeted as part of this KPI. Essentially, the KPI ceased effect as the six-month transition phase had been entered.

On 15 November 2023, the ACHA 2021 was repealed and an amended AHA was reinstated. It established the Aboriginal Cultural Heritage Committee (ACHC) to replace the ACMC and brought back the section 18 process but with a new statutory timeframe for the processing of notices to the Minister for Aboriginal Affairs.

Under the new statutory timeframe, the ACHC is required to submit notices with recommendations to the Minister for Aboriginal Affairs within 70 days after the day the notice is given to the ACHC, or within the timeframe as extended by the Minister under regulation 14 of the Aboriginal Heritage Regulations 1974.

The focus of the statutory process has changed from being a departmental processing time of 40 days from lodgement to making a recommendation to the ACHC, to ensure the ACHC is both able to and makes a recommendation to the Minister within the statutory timeframe. The Department aims to progress section 18 applications in a timely manner in accordance with this change.

Explanation for exemption for reporting against this KPI for 2023-24

The definition of this KPI has been amended from 1 July 2024, to align with the new timeframes, ensuring the KPI is current and is a meaningful measure of agency performance against a key statutory requirement. However, changes to the legislative framework during the 2023-24 financial year resulted in three different 'set timeframes' and, therefore, three varied datasets for the reporting period.

Given the inconsistency of the 'set timeframe', which changed from 40 days to six months to 70 days, the Under Treasurer approved an exemption to report against this KPI for 2023-24.

Effectiveness Indicator

Percentage of development/planning referrals processed within set timeframes

This indicator demonstrates the Department's effectiveness in assessing referrals through planning or development processes within set timeframes, ensuring conservation of cultural heritage places in Western Australia, in accordance with statutory obligations.

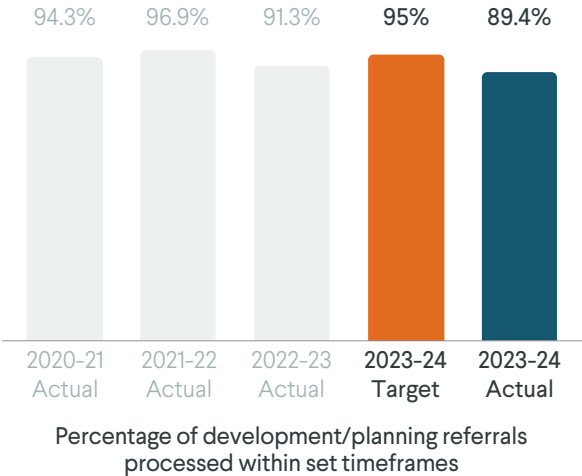
The timeframes are:

- 42 days (or within such a longer period as the decision-maker may allow) for statutory development referrals in accordance with regulation 42(2) of the Heritage Regulations 2019*; and
- 60 days for planning referrals, as set by the Department.

** The 42-day timeframe does not apply to non-statutory referrals, but Department officers aim to provide responses to these referrals within 42 days.*

The Department supports the HCWA in carrying out its statutory functions by undertaking day-to-day operations, projects and service delivery (under delegation as required). This includes providing advice on development applications relating to places in the State Register of Heritage Places to ensure retention of their heritage values.

In 2023-24, the Department processed 615 development referrals and 43 planning referrals, compared to 645 development referrals and 45 planning referrals processed in 2022-23.



Explanation for significant variance

The variance between the 2023-24 actual and 2023-24 target is due to the following:

The Department aims to respond to development referrals within 42 days and planning referrals within 60 days. However, the decision-maker may extend the response timeframe for reasons such as the applicant needing to supply additional information that, in turn, impacts the Department's ability to assess referred proposals within the expected target.

It should be noted that for the majority of 2023-24 referrals, most of those that did not meet the expected response timeframes were still processed within the decision-maker's expected timeframe.

Effectiveness Indicator

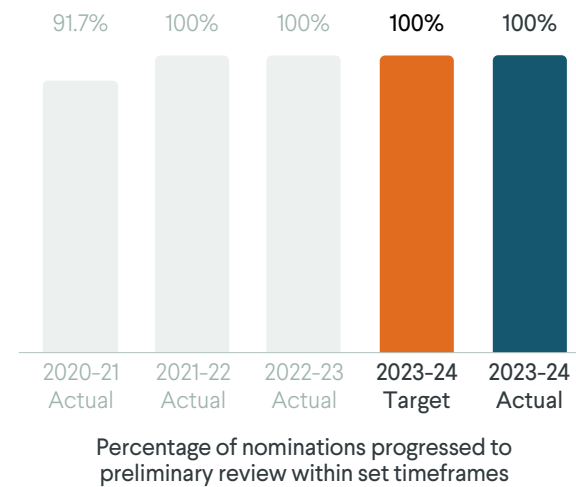
Percentage of nominations progressed to preliminary review within set timeframes

This indicator demonstrates the Department's effectiveness in progressing a heritage nomination to a preliminary review for decision by the HCWA. The State Register of Heritage Places is a statutory list of places that represent the story of Western Australia's history and development.

The timely progression of nominated places to the HCWA for consideration for inclusion in the State Register helps ensure the recognition and conservation of cultural heritage places in Western Australia.

The Department supports the HCWA in carrying out its statutory functions by undertaking day-to-day operations, projects and service delivery (under delegation as required) including coordinating the assessment and registration of heritage places.

In 2023-24, the Department received 10 nominations and progressed 10 nominated places to the HCWA for consideration within the statutory timeframe of 60 days.



Efficiency Indicators

DPLH Services

Service 1 – Planning services

Efficiency Indicator

Average cost of planning services

The Department's expenditure on planning services covers a wide range of activities that impact on the entire population of Western Australia. These are set out in the functions of the WAPC under the *Planning and Development Act 2005*, and include:

- State Planning Strategy
- regional and sub-regional planning strategies and frameworks
- State planning policies;
- coordination of infrastructure priorities
- processing and determination of statutory applications such as subdivision applications, deposited plans, development applications, local planning schemes, and local planning scheme amendments
- general advice and assistance to stakeholders, landowners and their agents, on a range of issues, including local government development matters.

Statutory applications are determined within strategic, legislative and policy frameworks that support the sustainable development of well-planned communities in Western Australia.

This KPI measures the cost of planning services divided by the number of statutory applications processed and determined during the year by the Department.



Explanation for significant variance

The variance between the 2023-24 actual and the 2023-24 target is due to the relative cost of services being proportionately higher, as the number of staff are a fixed cost, and a lower than anticipated number of subdivision applications, deposited plans and development applications were received.

The variance between the 2023-24 actual and the 2022-23 actual is mainly due to a lower number of deposited plans received and the number of staff being a fixed cost.

Service 2 – Land administration services

Efficiency Indicator

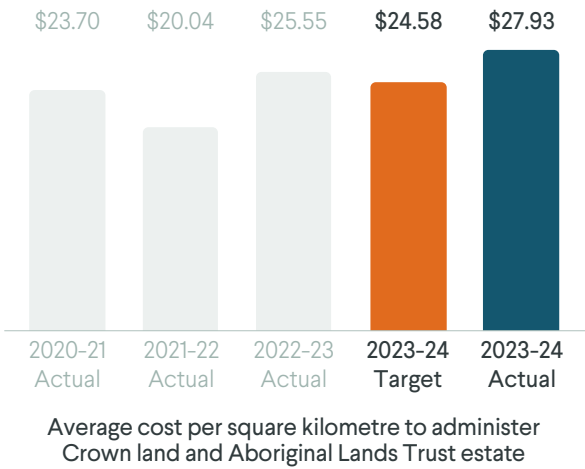
Average cost per square kilometre to administer Crown land and Aboriginal Lands Trust estate

The Department has a responsibility to ensure that Crown land and ALT estate land are utilised to their full potential and managed effectively. The Department must also ensure that leases comply with lease terms and regular rent reviews are actioned according to lease conditions.

This indicator captures the total cost of services for the administration of Crown land and ALT land services, which includes the service delivery associated with the administration of the following tenure:

- Conservation estate
- Aboriginal lands
- Pastoral leases (non Aboriginal)
- Other leases (non Aboriginal)
- Managed reserves
- Unmanaged reserves
- Unallocated Crown Land
- Miscellaneous Crown land
- Aboriginal Lands Trust Freehold

The total cost of service includes a corporate overhead allocation, policy development and advice, business process development, administration and delivery of outcomes.



Explanation for significant variance

The variance between the 2023-24 actual and both the 2023-24 target and 2022-23 actual is due to a number of project related expenses including native title compensation payments, land acquisitions, legislative reform and remediation/maintenance contract works that were undertaken during 2023-24.

Service 3 – Historical heritage services

Efficiency Indicator

Average cost of historical heritage services

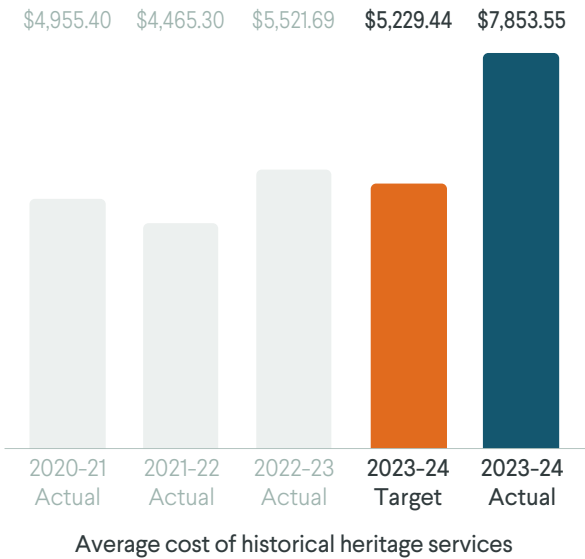
The Department assists the HCWA with various activities, including:

- managing the State Register of Heritage Places
- development and planning referrals
- Heritage Agreements
- preliminary reviews of heritage significance
- heritage place assessments and registration activities
- heritage conservation/protection orders
- coordination of heritage events and awards
- stakeholder engagement and education
- administration of HCWA's grant programs.

This indicator measures the cost of historical heritage services by the number of services undertaken in each of the activities listed above. These services include:

- promotion of a sustainable future for places under management through an integrated development framework
- promotion of heritage success stories and engagement with the State's heritage through media, publications, tourism and interpretation.

The total cost of services excludes the costs allocated to services at Fremantle Prison and heritage services delivered under the AHA. The total cost of services includes a corporate overhead allocation, policy development and advice, business process development, administration and delivery of major projects.



Explanation for significant variance

The variance between the 2023-24 actual and both the 2023-24 target and 2022-23 actual is due to a decrease in the total number of services that were provided, which is largely attributed to a lower than expected number of planning and development referrals received from proponents.

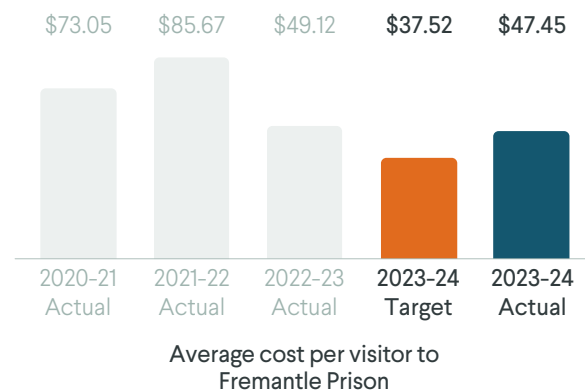
Efficiency Indicator

Average cost per visitor to Fremantle Prison

One of the key functions of the Department is to manage cultural heritage, assets and resources, including Fremantle Prison. The Department ensures these places are conserved and appropriately managed, and that their full potential for compatible use and tourism is realised.

This KPI describes the average cost of administering Fremantle Prison in relation to the visitors who benefit from these services.

The total cost of services includes the direct costs and indirect costs associated with the delivery of services (including an apportionment of the corporate overhead).



Explanation for significant variance

The variance between the 2023-24 actual and the 2023-24 target is mainly due to additional expenses being incurred on structural repairs, asbestos removal, emergency lighting, and fire and safety improvements, as well as greater than anticipated progress towards the completion of the Fremantle Prison Heritage Management Framework.

Service 4 – Aboriginal heritage management

Efficiency Indicator

Average cost of Aboriginal heritage management services

The Department is responsible for administering the AHA. The service outputs that are measured in this include:

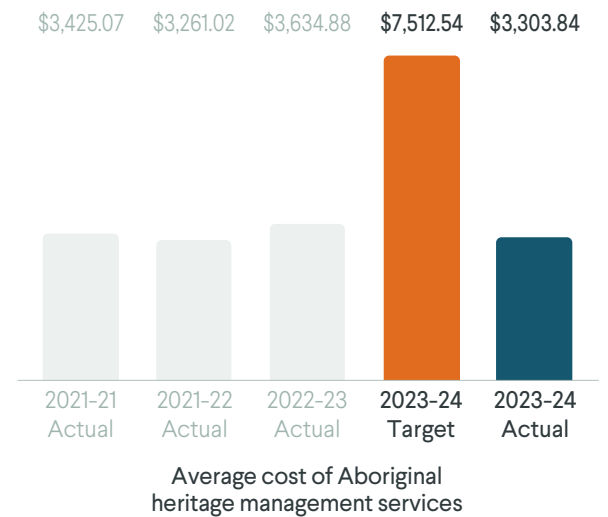
- statutory applications under sections 16 and 18 of the AHA and regulation 10 of the Aboriginal Heritage Regulations 1974
- site assessments ('section 5s') and audits
- provision of Aboriginal heritage advice
- repatriation of Aboriginal objects/ancestral remains
- stakeholder engagement
- administration of grant funding.

This KPI captures the total cost of services for the above and excludes heritage services delivered under the *Heritage Act 2018*.

The services included cover:

- provision of support for the ACMC and ACHC
- provision of advice on matters relating to Aboriginal heritage
- processing of statutory approvals under the AHA
- administration of the Register of Places and Objects.

The total cost of service includes a corporate overhead allocation, policy development and advice, business process development, administration and delivery of major projects.



Explanation for significant variance

The variance between the 2023-24 actual and both the 2023-24 target and 2022-23 actual is due to an increase in the number of Aboriginal heritage management services provided by the Department. One component, which was the number of Aboriginal heritage advice requests, increased by 81 per cent. This indicates that despite the change in legislation that occurred during 2023-24, the industry shift in seeking advice before submitting statutory applications continued through the year. The service level increase was further buoyed by increased stakeholder engagement, particularly in regional areas.