ARTS AND CULTURE TRUST
WESTERN AUSTRALIA

Annual Report

2025–2026

Acknowledgement of Country

The lands on which our venues and places stand always have and always will be places of gathering, creativity and exchange.

We recognise the Whadjuk Noongar people of Boorloo, the Menang Noongar people of Kinjarling, and the Kapurn people of the Goldfields as the enduring custodians of these places.

For countless generations, stories, song, dance and artistic practice have connected people to Country and to each other. We honour this living legacy and are proud that our venues continue to be places where culture is shared, stories are told and communities are brought together.

Yirra Yaarkin Theatre Company | Which Way Home
Photo by Dana Weeks

Contents

ACT WA x Woodward Productions | Plied and Prejudice
Photo by Danika Zuks

Executive summary

Statement of Compliance

In accordance with Section 61 of the *Financial Management Act 2006* I hereby submit, for your information, and presentation to Parliament, the Annual Report of the Arts and Culture Trust Western Australia (**ACT WA**) for the financial year ended 30 June 2026.

This report has been prepared in accordance with the provisions of the *Financial Management Act 2006* and all other legislation including:

- *Auditor General Act 2006*
- *Corruption and Crime Commission Act 2003*
- *Disability Services Act 1993*
- *Electoral Act 1907*
- *Emergency Management Act 2005*
- *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*
- *Public Interest Disclosure Act 1993*
- *Salaries and Allowances Act 1975*
- *State Records Act 2000*
- *State Superannuation Act 2000*
- *Statutory Corporations (Liability of Directors) Act 1996*
- *Western Australian Jobs Act 2017*
- *Work Health and Safety Act 2020*
- *Workers' Compensation and Injury Management Act 1981*

At the date of signing, I am not aware of any circumstances that would render the particulars included in the report misleading or inaccurate.

Morgan Solomon
Chairperson
Arts and Culture Trust Western Australia

Chairperson’s message

This year has been one of focus, reset and forward momentum for ACT WA.

The Board has worked closely with the Executive to refine ACT WA’s strategic direction, ensuring the organisation is well-positioned to balance its cultural purpose with long-term financial sustainability. This included a refreshed approach to strategy, one that places equal emphasis on cultural infrastructure, connecting the people of Western Australia, and long-term sustainability as the pillars of success.

Across the year, we have seen meaningful progress in embedding this direction. Optimisation of venues and precincts has strengthened, partnerships have deepened, and improvements to customer experience are beginning to deliver measurable results. Just as importantly, ACT WA has taken steps to better define and communicate its value to government, our resident companies, stakeholders and the broader community.

The Board recognises that ACT WA operates in a complex environment, balancing competing demands across a broad remit to deliver outcomes that enhance the creative economy. Underpinning these outcomes is the growth and refinement of our new systems, frameworks and data capability to allow us to make more informed and sustainable decisions, including the development of improved reporting, asset planning and performance measures.

Major projects also remain a critical focus. The continued progression of the Perth Cultural Centre revitalisation, redevelopment of Perth Concert Hall and the successful establishment of Perth Film Studios - all signal a strong investment in the creative industries and ACT WA.

On behalf of the Board, I would like to acknowledge the efforts of outgoing Chief Executive Officer (CEO) Janis Carren and Acting CEO, Courtney Fiddian and the entire ACT WA team. Their commitment to navigating change while continuing to deliver high-quality outcomes has been evident throughout the year. In the same vein, we welcome our new CEO Mark Crees who comes to us with significant experience and drive to enhance our remit, relationships and return of cultural value to the people of WA.

We also saw the departure at the end of their terms of trustees Michelle Tremain and Nadia van Domelen and thank them for their many years of outstanding service, and in train welcome new trustees Ashok Desai and Tim Urquhart to the Board.

ACT WA is on a clear path, one that strengthens its foundations while enabling it to grow its impact across Western Australia and we are excited for its continued success.

Morgan Solomon
Chairperson
Arts and Culture Trust Western Australia

Perth Film Studios | Photo by Simon Westlake

Chief Executive Officer's message

As incoming CEO commencing on 8 June, this introductory message is being penned with less than a month in the role but with a sense of deep appreciation for what has been achieved and incredible optimism as to what will be achieved in the future.

ACT WA is a nation-leading cultural statutory authority that holds, manages, cares for, operates and develops Western Australia's cultural assets for future generations, and broad functions and powers to shape and support WA's creative economy through venue and facility optimisation, space and place activation and a wide range of activities related to cultural infrastructure stewardship.

This year has been one of transition, reflection and renewed ambition on behalf of government and for all those who live, work, study, play, (as well as visit) this great state.

While the delivery of performances, events and experiences across multiple venues remains at the centre of what we do, the year has also provided an opportunity to consider the broader role the organisation plays in Western Australia's future. As the State's largest cultural infrastructure organisation and legislated cultural infrastructure steward, we have a unique platform to contribute not only to cultural life, but also to economic development, place-making, tourism and industry growth.

Across our venues and precincts, hundreds of performances, festivals, community events and activations brought people together to experience creativity in all its forms. These experiences enrich our communities, support artists and organisations, and help create vibrant places that people want to visit, work in and belong to.

At the same time, the creative industries are increasingly recognised as a significant contributor to Western Australia's economy. ACT WA is supporting this growth through the stewardship of cultural infrastructure, and the activation of public spaces and partnerships that enable creative production, innovation and audience development.

This evolving role has been reflected in much of our work throughout the year, particularly in relation to major cultural infrastructure projects. From supporting the Perth Cultural Centre rejuvenation and Perth Concert Hall renewal to overseeing the opening of the Perth Film Studios, our focus has increasingly extended to helping shape the conditions that allow creative and cultural industries to thrive.

These initiatives, while diverse in nature, share a common purpose: creating opportunities for artists, organisations, creative businesses and audiences to connect, create and grow.

Internally, we have continued to strengthen the foundations that will support the organisation's future. This has included progressing strategic and operational planning, strategic asset management, strengthening organisational capability and enhancing the systems and information that support decision-making. While there is more work to be done, these investments are critical to ensuring we remain responsive, resilient and fit for purpose in a rapidly changing environment.

As we look ahead, I believe the opportunity for ACT WA is clear. Our future lies in leveraging our unique purpose, powers, and functions to maximise the value of the cultural infrastructure entrusted to us and demonstrate the value investment in the creative industries. By bringing together cultural participation, creative production, industry development and place activation, we play a meaningful role in shaping a stronger, more connected and more prosperous Western Australia.

Our aspiration is to be recognised as a national leader in cultural infrastructure stewardship and creative economy development; an organisation that creates value not only through the experiences it delivers today, but through the opportunities it enables for future generations.

At the centre of this work are the experiences we help create every day; the performances, festivals, events, films and shared moments that bring people together, inspire creativity and create lasting memories.

I would like to thank our staff, Board, partners, resident companies, hirers and stakeholders for their continued commitment and support. Their passion, expertise and collaboration are essential to everything we achieve. Together, we are building an organisation that is not only responsive to the needs of today but uniquely positioned and prepared to lead into the future leveraging the incredible creative talent and value of Western Australia's creative economy for the benefit of all Western Australians.

Mark Crees
Chief Executive Officer
Arts and Culture Trust Western Australia

Mark Crees Governor's Benefit Ball 2026
Photo by Government House, Perth

Year at a glance

30,764 First-time buyers purchased **70,770 tickets**

Most first-time ticket buyers attending ballet, comedy and theatre

353,471

attendees across **1,808** performances, events and activations

Supported six resident companies through venue, to deliver **292** performances at ACT WA venues

37,466

Youth and family tickets issued. Supporting accessibility and participation

Perth Film Studios opened

4,329

Access tickets issued

Behind every great cultural experience are people: ACT WA employs 447 creative industry professionals

670,068

Total website visits over FY2026, a 14.72% increase from last year

$679,000

in support provided to arts organisations

Paul Dempsey Shotgun Karoke Vol. II | Photo by Stuart Mckay

At the centre of this work are the experiences we help create every day; the performances, festivals, events, films and shared moments that bring people together, inspire creativity and create lasting memories.

Yirra Yaarkin Theatre Company | The 7 Stages of Grief

Australian Baroque | Vivaldi's Seasons with West Australian Opera

West Australian Ballet | Butterfly Effect

July 2025

His Majesty's Theatre

- West Australian Opera's Madama Butterfly
- Plied and Prejudice

State Theatre Centre of WA

- Black Swan State Theatre Company's Never Have I Ever

Subiaco Arts Centre

- Yirra Yaakin Theatre Company's The 7 Stages of Grief
- CircuitWest's WA Showcase 2025

Albany Entertainment Centre

- Kate Ceberano: Australian Made Tour 2025

State Theatre Centre of WA

- Bangarra Dance Theatre: Illume
- Dog Man

Perth Cultural Centre

- On the Way to Nana's Passport Trail at Urban Orchard

August 2025

His Majesty's Theatre

- West Australian Opera's Madama Butterfly
- Plied and Prejudice
- Australian Baroque: Vivaldi Seasons
- WAKAKIRRI

Subiaco Arts Centre

- WA Comedy Week 2025

Albany Entertainment Centre

- Pete Murray

State Theatre Centre of WA

- Black Swan State Theatre Company's The Gospel According to Paul
- Western Australian Symphony Orchestra's Ruthless Romance

September 2025

His Majesty's Theatre

- West Australian Ballet's Butterfly Effect
- Murder at the Maj – Alibi for Murders
- Plied and Prejudice

Subiaco Arts Centre

- Who Is She? – We Don't Have Time for This

Albany Entertainment Centre

- We Bury the Dead – Albany Red Carpet

State Theatre Centre of WA

- Black Swan State Theatre Company's Speaking in Tongues
- Bell Shakespeare's Romeo and Juliet
- Western Australian Symphony Orchestra's Prelude to Peace

Perth Cultural Centre

- Teddy Bear's Garden

Barking Gecko Arts | AWESOME Festival | Aliwah Bardinar!

West Australian Ballet | Cinderella

Black Swan State Theatre Company | Carol

October 2025

His Majesty's Theatre

- West Australian Opera's Il Trovatore
- Plied and Prejudice
- Paul Dempsey's Shotgun Karaoke Vol. II National Tour

Subiaco Arts Centre

- Yirra Yaakin Theatre Company's Heart is a Wasteland

Albany Entertainment Centre

- Disney's The Little Mermaid Jr
- Lee Kernaghan Boy's from the Bush – The Concert

State Theatre Centre of WA

- AWESOME Festival
- RTRFM's Courtyard Club

November 2025

His Majesty's Theatre

- West Australian Ballet's Cinderella
- Murders at the Maj – A Murders of Crowes
- Murders at the Maj – Audition for Murder
- Laurence Mooney Dead Set Country

Subiaco Arts Centre

- Comedy of Errors

Albany Entertainment Centre

- Western Australia Opera's Wundig Wer Wilura

State Theatre Centre of WA

- Western Australian Symphony Orchestra's Pandemonium
- Black Swan State Theatre Company's Carol
- Cricket: The Musical

December 2025

His Majesty's Theatre

- West Australian Ballet's Cinderella
- Murders at the Maj – The Mistletoe Murder
- Handel's Messiah

Subiaco Arts Centre

- Like Father, Like Son

State Theatre Centre of WA

- Black Swan State Theatre Company's Carol

Fringe World

January 2026

Subiaco Arts Centre

- Fringe World Takeover!

State Theatre Centre of WA

- Ireland The Voyage

Carl Barron: Just Wondering Why

February 2026

His Majesty's Theatre

- Perth Festival
- Carl Barron: Just Wondering Why
- Black Swan State Theatre Company's Meow Meow's The Red Shoes

Subiaco Arts Centre

- Perth Festival
- Yirra Yaakin Theatre Company Family Picnic

Albany Entertainment Centre

- Bluey's Big Play
- Kevin Bloody Wilson

State Theatre Centre of WA

- Perth Festival
- Fringe World

West Australian Opera | La Traviata

March 2026

His Majesty's Theatre

- West Australian Opera's La Traviata

Subiaco Arts Centre

- Slinky

State Theatre Centre of WA

- Ocean Film Festival

Co3 Contemporay Dance | Gloria - A Triple Bill

Black Swan State Theatre Company | The Sheperd's Hut

Kitty Flanagan: Glad Game

April 2026

His Majesty's Theatre

- Co3's GLORIA – A Triple Bill
- Paco Pena: Flamenco in Concert
- Performing Arts Perspectives
- Western Australian Symphony Orchestra's Master of the Baroque!

Subiaco Arts Centre

- Barking Gecko Arts' Stellarphant
- Yirra Yaakin Theatre Company's Which Way Home

State Theatre Centre of WA

- Black Swan State Theatre Company's RBG: Of Many, One
- Duck Pond
- The Performing Arts WA Awards 2026

May 2026

His Majesty's Theatre

- West Australian Ballet's Dracula
- Murder at the Maj – Murders They Wrote

Subiaco Arts Centre

- Barking Gecko Arts' The Stones
- Secret Women's Business: The Cleavage Chronicles

Albany Entertainment Centre

- Banff Mountain Film Festival

State Theatre Centre of WA

- Black Swan State Theatre Company's The Shepherd's Hut

June 2026

His Majesty's Theatre

- 40 Fingers
- Mike Oldfield's Tubular Bells
- Glad Game – Kitty Flanagan

Subiaco Arts Centre

- Black Swan State Theatre Company's The Almighty Sometimes

Albany Entertainment Centre

- KiN
- Nurse Georgie Carroll: Infectious

State Theatre Centre of WA

- Western Australian Symphony Orchestra's Brahms' Third

Who we are

Our Story

1904

His Majesty's Theatre opens

First Stage Crew 1904
With seating yet to be installed, staff and workmen pose for what was probably the first photograph ever taken in the auditorium of His Majesty's Theatre.

1952

WA Ballet founded by Madame Kia Bousloff

1967

WA Opera founded

1973

Perth Concert Hall opens

1979

Creation of the Perth Theatre Trust
Establishes a long-term home for WA's major resident arts companies

1980

His Majesty's Theatre reopens after restoration – Reopens as the flagship home of ballet, opera and theatre in WA

WA Ballet's first performance at the newly restored His Majesty's Theatre – *Kal* – marks the beginning of His Majesty's Theatre as WA Ballet's permanent home base

First WA Opera season in refurbished His Majesty's Theatre

Photo by
Musuem of Performing Arts

1981

First major sell-out season at His Majesty's Theatre
WA Ballet's Garth Welch's *Peter Pan* demonstrates the restored venue's ability to attract large audiences

1984

Subiaco Theatre Centre added
Expands access to performance and community arts in Perth's western suburbs


Arts Australian
'The finest Edwardian theatre in the world'

1989

Barking Gecko evolved from a school touring theatre company into Western Australia's leading theatre company for children and families, merging with AWESOME Arts in 2024 to from Barking Gecko Arts

1991

Black Swan State Theatre Company of WA established as WA's state theatre company

Perth Film Studios
Photo by Courtney McAllister

1993

Goldfields Arts Centre opens
Major cultural investment for regional WA audiences

Yirra Yaakin Theatre Company was established as Yirra Yaakin Noongar Theatre during the Year of Indigenous People, creating an artistic platform for Aboriginal storytelling

2004

His Majesty's Theatre Centenary
WA Ballet featured prominently in centenary celebrations

State Theatre Centre of Western Australia

2010

Albany Entertainment Centre opens
Significantly broadens access to theatre, music and community events

2011

State Theatre Centre of WA opens
Creates WA's first purpose-built contemporary state theatre and a new home for theatre makers

Perth Theatre Trust establishment at the State Theatre Centre of WA
A significant milestone that directly supports ACT WA infrastructure investment

First ticket performance in the Heath Ledger Theatre is Black Swan State Theatre Centre's production of *Boundary Street*

2014

Co3 Contemporary Dance was formed through the merger of Buzz Dance Theatre and STEPS Youth Dance Company, becoming Western Australia's flagship contemporary dance company

2017

Perth Theatre Trust becomes the primary licence holder for the Arts and Culture Consortium - Enabling in-house ticket sales through Tessitura

WA Opera 50th anniversary celebrates the longevity and contribution of one of WA's major resident arts companies

2018

Perth Cultural Centre transferred to Perth Theatre Trust
Expands from venue management to precinct activation

2022

Arts and Culture Trust established
Broadens the mission from theatres to cultural assets and creative industries

2026

Perth Film Studios opens
Extends the organisation's impact beyond performing arts into screen production

Our role

ACT WA is evolving from a venue management organisation into a broader cultural leader, stewarding the places, partnerships and creative ecosystems that enable extraordinary experiences, create lasting memories and generate cultural, social and economic value for Western Australia.

Our portfolio – the places we care for

His Majesty's Theatre
Boorloo (Perth), Whadjuk Noongar Country

Perth Cultural Centre*
Boorloo (Perth), Whadjuk Noongar Country

State Theatre Centre of Western Australia
Boorloo (Perth), Whadjuk Noongar Country

Perth Concert Hall*
Boorloo (Perth), Whadjuk Noongar Country

*artist render

Subiaco Arts Centre
Subiaco, Whadjuk Noongar Country

Albany Entertainment Centre
Kinjarling (Albany), Menang Noongar Country

Perth Institute of Contemporary Arts (PICA)
Boorloo (Perth), Whadjuk Noongar Country

Perth Film Studios
Boorloo (Perth), Whadjuk Noongar Country

Goldfields Arts Centre
Karlkurla (Kalgoorlie-Boulder),
Marlinyu Ghoorlie Country

The Blue Room Theatre
Boorloo (Perth), Whadjuk Noongar Country

Our strategic direction

This year marked an important milestone for ACT WA with the review and refresh of the organisation's strategic direction, including its Purpose, Vision, Mission and Values.

The current Strategic Plan has played an important role in supporting ACT WA's growth and evolution, providing a strong foundation as the organisation expanded its responsibilities and impact across Western Australia's arts and cultural sector. As ACT WA continues to grow and realise the full potential of its legislative mandate, the Board and Executive have recognised the need to refresh the organisation's strategic direction to ensure it remains relevant, practical and aligned to the opportunities and responsibilities ahead.

This work reflects a commitment to ensuring strategy remains a living framework that informs decision-making, investment and organisational priorities, rather than a document that sits on a shelf. It provides an opportunity to reflect on ACT WA's achievements, consider the changing environment in which we operate, and articulate a clear direction for the organisation's next phase of growth.

The review has been undertaken during a period of leadership transition and throughout this process a consistent focus has remained on identifying the elements of ACT WA's culture, purpose and contribution that should endure, while considering how the organisation can continue to evolve to meet future opportunities and challenges.

Central to this work has been the contribution of staff from across the organisation. Through workshops, discussions and consultation, employees have helped identify the values and principles that are fundamental to ACT WA's identity and culture. Their insights have helped shape a shared understanding of what should remain constant as the organisation continues to grow and adapt.

The values identified through the review process reflect the qualities that staff believe are essential to our success and will continue to guide how we work with each other, our partners and the communities we serve:

Collaboration	Professionalism
Creativity	Integrity
Accountability	Respect

This approach positions the values as the tangible outcome of the work completed so far, while signalling that the broader strategic review, including the final articulation of Purpose, Vision and Mission, remains in development.

While this work continues, ACT WA remains guided by the existing Strategic Plan and its three interconnected pillars: **Present, Engage and Sustain**. These pillars continue to provide the framework for delivering cultural, social and economic value for Western Australia through the activation of cultural places, the creation of meaningful arts and cultural experiences, and the strengthening of organisational capability and sustainability.

These principles underpin our culture, inform our decision-making and support our contribution to Western Australia's arts and cultural sector as we shape the organisation's future direction.

Strategic plan 2024-2028

Our vision

To inspire, welcome and connect people through performing arts and cultural experiences throughout the State.

Our purpose

To grow and support Western Australia's cultural and creative industries through the optimisation of our venues and activation of spaces.

Our pillars

1 Present

Activate and optimise our venues through collaborative partnerships and sustainable investment in programs, content and infrastructure.

1A Venues, places and spaces

1B Programs and content

2 Engage

Connect, engage and inspire audiences with relevant, accessible and inclusive arts and cultural experiences.

2A Audience development

2B Sector leadership

3 Sustain

Pursue diverse funding sources, grow financial reserves, adopt sustainable practices and build organisational capability.

3A Funding and sustainability

3B Culture and capability

Our year in arts, culture and community

Places where culture lives

No two places in our portfolio are alike. Each has its own story, character and purpose - from historic theatres and cultural precincts to contemporary performance spaces and creative infrastructure. Together, they form a collection of places that enrich Western Australia's cultural life and create opportunities for generations of audiences, artists and communities.

The addition of Perth Film Studios marked a significant milestone in ACT WA's evolution. For the first time, the organisation's portfolio extended beyond performing arts venues into screen production infrastructure, strengthening ACT WA's contribution to Western Australia's creative industries and economic development.

During this financial year, we also continued to invest in our places through major redevelopment projects, critical infrastructure upgrades and ongoing asset renewal. Guided by long-term planning and specialist expertise, we worked to ensure our cultural places remain vibrant, versatile and ready to support the evolving needs of artists, audiences and communities now and into the future.

ACT WA | CYC N Tour - Celebrating Boorloo Heritage Festival

Perth Film Studios | Photo by Simon Westlake

Perth Film Studios

Building the future of Western Australia's screen industry

Perth Film Studios opened in February 2026 and welcomed its first major production, *Two Birds*, a UK-Australian drama series co-produced by Stan and ITV, within its first quarter of operations.

As the flagship initiative of the Western Australian Screen Industry Strategy, Perth Film Studios provides the infrastructure needed to support production growth, develop a skilled workforce and expand opportunities for Western Australian storytellers. Backed by a $233.5 million State Government investment, the world-class facility has been designed to attract national and international productions while supporting the long-term growth of the State's screen industry.

More than a production facility, Perth Film Studios creates opportunities for local talent, attracts investment, supports skilled jobs and strengthens Western Australia's capacity to tell and share stories through screen media. Each production contributes to a broader creative ecosystem, connecting artists, technicians, businesses and audiences while generating economic activity across the State.

The addition of Perth Film Studios represents more than the expansion of ACT WA's portfolio. It marks an important step in the organisation's evolution, extending its role beyond performing arts venues to support the growth of both the performing arts and screen sectors. By bringing this landmark facility to life, ACT WA is helping create new opportunities for industry growth, investment, employment and creativity across Western Australia.

Key achievements during 2025-26

- ACT WA and its operator, Home Fire, achieved organisational readiness ahead of schedule and opened the doors to the Perth Film Studios in February 2026.
- Perth Film Studios welcomed its first major production in March 2026. The *Two Birds* production is supported by the WA Production Attraction Incentive and will generate $17 million for the Western Australia's economy and employ 100 local cast and crew.
- Perth Film Studios also welcomed local productions Saltwater *Cowboys of Shark Bay*, and White Spark Pictures to the studios.

Perth Concert Hall

Renewing a cultural icon

For more than 50 years, Perth Concert Hall has been one of Western Australia's most significant cultural landmarks. ACT WA continued its involvement in the landmark redevelopment, which will preserve the venue's renowned acoustics and architectural heritage while improving accessibility, audience facilities and backstage amenities.

As a key stakeholder in the project, ACT WA is proud to contribute an arts and cultural perspective to the redevelopment, helping ensure Perth Concert Hall continues to meet the needs of artists, audiences and communities for generations to come.

Perth Cultural Centre

Reimagining a cultural hub

Work continued on the Perth Cultural Centre Rejuvenation, a major project that will transform one of Western Australia's most important cultural precincts. The redevelopment will create a more welcoming, accessible and connected public space, with improved landscaping, shaded gathering areas, enhanced event infrastructure, and stronger links between the precinct's cultural institutions.

As a key stakeholder in the project and manager of several precinct assets, ACT WA is proud to contribute an operational and cultural perspective to the rejuvenation. Together, these improvements will help ensure the Perth Cultural Centre remains a vibrant destination where arts, culture and community come together in the heart of the city.

Perth Cultural Centre | Artist Render

His Majesty's Theatre

Caring for a cultural icon

For more than 120 years, His Majesty's Theatre has been at the heart of Western Australia's performing arts story. As one of the State's most significant heritage venues and home to resident companies including the West Australian Ballet and the West Australian Opera, the theatre continues to welcome audiences, artists and visitors from across the State.

ACT WA invested in the ongoing care of the venue through a range of infrastructure and accessibility improvements. Works included upgrades to the proscenium arch lighting system and other technical infrastructure, helping to preserve the theatre's operational capability while supporting the requirements of contemporary productions.

ACT WA also procured Auracast technology for the venue, improving accessibility for patrons who use compatible hearing aids, cochlear implants, headphones and personal devices. Together, these investments ensure His Majesty's Theatre remains a welcoming, functional and culturally significant place for future generations while continuing to support world-class artistic experiences today.

Goldfields Pavilion

Creating a new gathering place for the Goldfields

Designed as a flexible, all-weather community space, the new Goldfields Community Pavilion expands the role of the Goldfields Arts Centre beyond its theatre walls, creating new opportunities for festivals, markets, live performances, cultural celebrations and community events. By bringing people together in new and different ways, the pavilion strengthens the Arts Centre's role as a cultural hub for the Goldfields region.

The Pavilion also includes a dedicated First Nations gathering space, ensuring culture, community and connection are embedded within its design. As a shared asset owned by ACT WA and operated by the City of Kalgoorlie-Boulder, the venue has been created to support local creativity, encourage participation and provide a welcoming place for communities to come together for years to come.

The Pavilion was scheduled to open on 12 July 2026, following the end of the reporting period.

Connecting artists, audience and communities

During 2025-26, ACT WA welcomed 353,471 attendees across 1,808 performances, events and activations, supporting cultural participation across Western Australia. Working in partnership with resident companies, artists and creative organisations, ACT WA connected audiences with world-class cultural experiences while strengthening the sustainability of the State's performing arts and creative sectors.

Together, these activities generated cultural, social and economic value for Western Australians.

Supporting resident companies

ACT WA continued to support West Australia's six resident performing arts companies through subsidised venue access, production services, ticketing, marketing, audience development and operational expertise. Across His Majesty's Theatre, the State Theatre Centre of Western Australia, Subiaco Arts Centre and Albany Entertainment Centre, these partnerships enabled artists and organisations to deliver high-quality cultural experiences to audiences throughout the State.

Working alongside West Australian Ballet, West Australian Opera, Black Swan State Theatre Company, Co3 Contemporary Dance, Yirra Yaakin Theatre Company and Barking Gecko Arts, ACT WA provided the infrastructure and services necessary to support artistic excellence and organisational sustainability. This support extended beyond venue operations to include technical expertise, audience development initiatives, marketing campaigns, accessibility programs and patron engagement activities.

Several productions demonstrated the impact of this collaborative approach. West Australian Ballet's *Cinderella* attracted some of the strongest attendance outcomes of the year, while *Dracula* generated the highest number of first-time ticket buyers, highlighting the importance of strategic audience development. West Australian Opera's *Madama Butterfly* performed to near-capacity audiences, while Black Swan State Theatre Company's productions continued to showcase contemporary West Australian storytelling, including the world premiere of Tim Winton's story, *The Shepherd's Hut*.

ACT WA also worked closely with Co3 Contemporary Dance to accommodate complex production scheduling requirements following disruption to its regional touring program, ensuring the successful presentation of Gloria – *A Triple Bill*. Audience growth initiatives with Yirra Yaakin Theatre Company and support for Barking Gecko Arts' annual AWESOME Festival further demonstrated ACT WA's commitment to strengthening participation across diverse communities and audiences.

Through its resident company relationships ACT WA supports artistic excellence, audience growth and sector sustainability. By providing the infrastructure, expertise and services that underpin performing arts delivery, ACT WA helped ensure Western Australian artists and organisations could continue creating and sharing work with communities across the State.

Connecting people through creative experiences

ACT WA complements its resident company partnerships through a curated presenting program and strategic collaborations that introduce new audiences to its venues and expand opportunities for cultural participation.

Case study

Plied and Prejudice

Growing new audience through innovation

ACT WA's co-presentation of *Plied and Prejudice* demonstrated how innovative programming and dedicated marketing campaigns can attract new audiences while creating new commercial opportunities. Presented over a 15-week season, the production became the longest-running co-presented show in the history of His Majesty's Theatre and introduced almost 40 per cent first-time patrons to the venue.

The season provided an opportunity to trial new approaches to customer experience and hospitality, including in-seat food and beverage ordering, premium hospitality offerings and the introduction of the TodayTix platform. Together, these initiatives enhanced the visitor experience, generated new revenue streams and demonstrated the value of combining artistic programming with audience-focused innovation.

Impact

- Longest-running co-presented production at His Majesty's Theatre with 90 performances.
- Nearly 40% of audiences were first-time visitors.
- Introduced new hospitality and ticketing initiatives.
- Generated new commercial revenue opportunities.

ACT WA x Woodward Productions | Plied and Prejudice | Photo by Danika Zuks

Case study

Bangarra Dance Theatre – Illume

Reconnecting audiences with nationally significant First Nations storytelling

In 2025, ACT WA welcomed Bangarra Dance Theatre back to the State Theatre Centre of Western Australia after a six-year absence from WA. Presented during NAIDOC Week, Illume formed part of ACT WA's longstanding partnership with one of Australia's leading performing arts companies and reinforced the organisation's commitment to presenting nationally significant cultural experiences for West Australian audiences.

The season attracted strong audience support and showcased First Nations artistic leadership and storytelling. The season's success reflected both the strength of the partnership and the role of ACT WA's venues and teams in enabling major national companies to connect with Western Australian communities.

Impact

- Returned Bangarra Dance Theatre to Perth and Albany audiences after six years.
- Presented during NAIDOC Week, celebrating First Nations storytelling.
- Strengthened ACT WA's reputation as a presenter of nationally significant work.

Bangarra Dance Theatre | Illume

Case study

ARTRAGE Partnership – Fringe World 2026

Trialling a new model for collaboration

During 2025-26, ACT WA and ARTRAGE established a strategic partnership that explored new approaches to venue activation, programming and audience engagement. As part of the partnership, ARTRAGE assumed responsibility for programming, and marketing activities at the State Theatre Centre of Western Australia, while ACT WA was responsible for venue, hospitality and operational support. While those roles merged throughout the delivery of the partnership, significant learnings and opportunities we realised.

The partnership delivered strong operational and commercial outcomes, improving efficiencies, reducing pressure on internal teams and increasing hospitality revenue. More importantly, it demonstrated the potential for new partnership models that leverage the strengths of both organisations while delivering greater value for audiences, artists and the broader sector.

As the first collaboration of its kind for ACT WA, the initiative provided valuable insights that will inform future partnerships and help shape the organisation's evolving role as a facilitator and enabler of cultural activity across Western Australia.

Impact

- Introduced a new collaborative operating model.
- Increased hospitality revenue.
- Improved operational efficiency and reduced staff fatigue.
- Created a framework for future partnership-based delivery models.

ACES at Maj | Elton John : Your Song | Photo by Sean Breadsell

Growing audiences and participation

Growing audiences

Growing and diversifying audiences remained a key priority for ACT WA throughout 2025-26. Through a combination of strategic programming, targeted audience development initiatives and integrated marketing activity, ACT WA welcomed strong attendance across a diverse program of theatre, dance, comedy, opera and family entertainment. Productions including *Cinderella, Dracula, Plied and Prejudice, Kitty Flanagan: Glad Game, RBG: Of Many, One, Madama Butterfly, The Shepherd's Hut, Butterfly Effect* and *La Traviata* attracted strong audience support, demonstrating the value of a balanced program that appeals to a broad range of interests and communities.

Digital channels continued to play an important role in connecting audiences with live performance, while traditional marketing channels and community networks remained valuable drivers of attendance and engagement. By combining data-informed audience development strategies with compelling artistic programming, ACT WA continued to strengthen awareness of its venues and broaden participation in arts and cultural experiences.

Audience growth was particularly evident among first-time attendees, with 30,764 people purchasing 70,770 tickets for the first time during the year. Ballet, theatre, comedy and opera all proved effective in attracting new audiences, with productions including *Dracula, Cinderella, Kitty Flanagan: Glad Game, Plied and Prejudice, Carl Barron, RBG: Of Many, One, Madama Butterfly, La Traviata* and *The Shepherd's Hut* generating strong numbers of first-time ticket buyers. These audiences represent future arts participants, helping to strengthen the long-term sustainability of Western Australia's cultural sector.

Audience experience and participation

ACT WA continued to deliver high-quality cultural experiences for audiences across metropolitan and regional Western Australia. While attendance was strongest across Perth and surrounding metropolitan areas, strong participation from regional communities reinforced the organisation’s role in connecting Western Australians with arts and culture through its network of venues and partnerships.

West Australian Ballet | Dracula

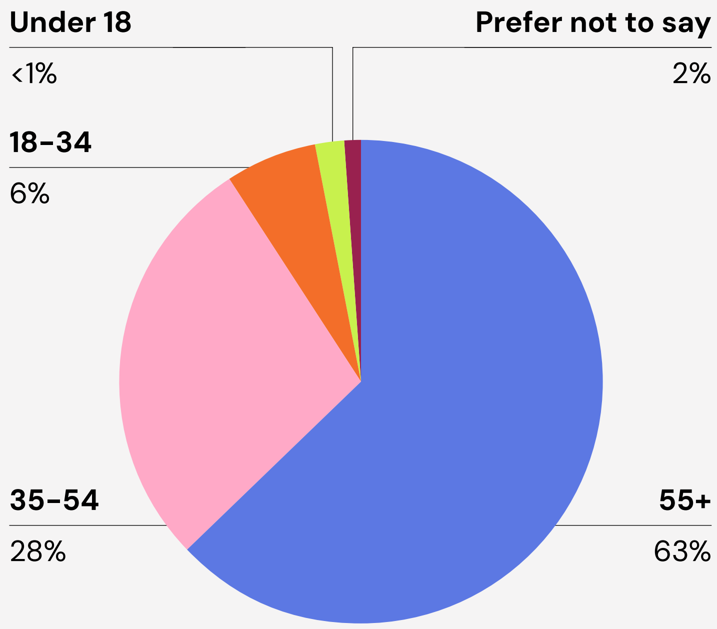
Audience research demonstrated consistently high levels of visitor satisfaction. 97% of respondents agreed they enjoyed the atmosphere at an ACT WA venue, 94% agreed it was easy to travel to and from a venue, and 81% indicated they would attend again in the future. These results reflect ACT WA's ongoing focus on creating welcoming, accessible and memorable experiences for audiences.

Evaluation data also highlighted the strength and loyalty of ACT WA's audience base, with patrons aged 55 years and over representing the largest audience segment. Strong participation from audiences aged 35 to 54 years provides a solid foundation for future growth, while continued investment in youth, family and first-time audience initiatives will support the long-term sustainability and diversity of Western Australia's cultural sector.

Together, these outcomes demonstrate ACT WA's contribution to building connected, inclusive and culturally engaged communities. By creating positive and accessible experiences, ACT WA helps ensure arts and culture remain an important part of life for Western Australians across generations. But more than that, every attendance represents more than a ticket sold. It represents a shared experience, a new perspective, a family memory, a creative connection or a moment of inspiration.

Ticketbuyer Postcodes	
6330	18,700
6000	10,200
6008	8,900
6010	7,200
6018	6,200
6163	6000
6009	5,900
6014	5,800
6050	5,500
6011	4,500

Age



Supporting artists and creative practice

Today's emerging artists shape tomorrow's cultural landscape

ACT WA is committed to supporting the development of Western Australia's artists, creative practitioners and creative industries. Beyond providing venues and presenting opportunities, ACT WA works with industry partners to create pathways for professional development, skills growth, creative experimentation and sector connection.

Through partnerships, residency programs, training initiatives and industry engagement activities, ACT WA helps strengthen the creative ecosystem that underpins Western Australia's cultural and creative industries. By supporting artists at different stages of their careers, we contribute to a more vibrant, skilled and sustainable sector for future generations.

These initiatives reflect ACT WA's growing role in supporting the full creative development pipeline, from emerging artists and practitioners through to major performing arts and screen productions.

Artist in Residence | Leah Robyn

Fringe World 2025 State of Play | The Game

Supporting emerging creative talent

Now in its third year, ACT WA's 'Artist in Residence' program continues to support emerging Western Australian artists to develop new work, build professional networks and explore new creative opportunities. Delivered in partnership with CircuitWest, the program provides access to mentorship, professional development and opportunities to test and refine creative ideas in a supportive environment.

During 2025-26, Artist in Residence Leah Robyn continued to develop her practice, building industry connections and gaining recognition through opportunities including CircuitWest's Showcase Conference and a Weekly Fringe Award. The program reflects ACT WA's ongoing commitment to nurturing local creative talent and supporting the next generation of cultural leaders.

Strengthening industry capability

As part of its expanding role in supporting Western Australia's creative industries, ACT WA partnered with Screenwest to improve access to affordable spaces for training, professional development and industry engagement activities. By providing access to facilities and infrastructure, ACT WA helped create opportunities for filmmakers, screen practitioners and emerging creatives to develop skills, build networks and engage with industry peers.

This support complements ACT WA's management of Perth Film Studios and reflects a broader commitment to strengthening the development pipeline for Western Australia's screen sector, from emerging practitioners through to established productions.

Supporting regional creative industries

ACT WA also extended its commitment to industry development beyond the metropolitan area through joint sponsorship with Home Fire Operations of the industry program at CinefestOZ (as Perth Film Studios). The program brought together screen practitioners, producers, investors and industry leaders from across Australia to share knowledge, explore opportunities and strengthen industry connections.

By supporting professional development and networking opportunities in regional Western Australia, ACT WA helped ensure creative practitioners across the State could access industry insights, build relationships and participate in conversations that will shape the future of Australia's screen sector.

This commitment to strengthening regional cultural participation was further reflected in the Albany Entertainment Centre's recognition through Creative Australia's Playing Australia Audience Development Program, where it became part of a nationally funded consortium developing new approaches to growing audiences and enhancing cultural engagement in regional communities.

Building a stronger creative ecosystem

Whether through artist development programs, industry partnerships, training initiatives or creative infrastructure, ACT WA's approach recognises that strong cultural outcomes depend on more than audiences and venues alone. They rely on a thriving community of artists, producers, technicians, creative businesses and industry partners.

By investing in creative capability and supporting pathways for professional growth, ACT WA is helping to build a stronger, more connected and more sustainable cultural and creative sector for Western Australia.

Strong foundations for the future

Great cultural places and experiences need more than passion; they need strong foundations

During 2025-26, ACT WA continued its evolution as a steward of cultural infrastructure, strengthening the governance, systems, capability and leadership required to support a growing portfolio of venues, precincts, projects and creative industry assets. This work reflects our commitment to building an organisation that is equipped to meet today's challenges while preparing for tomorrow's opportunities.

A significant milestone for the year was the leadership transition from inaugural ACT WA CEO Janis Carren, whose tenure helped establish the organisation's strategic foundations, to new CEO Mark Crees. This transition marked the beginning of ACT WA's next chapter as it continues to evolve and grow its contribution to Western Australia's cultural life.

Alongside this transition, ACT WA continued to strengthen its organisational capability through improvements to governance, planning, reporting and workforce development. These efforts help ensure the organisation remains resilient, accountable and ready to support the cultural places, experiences and communities entrusted to its care.

Our people

Great places, experiences and organisations rely on great people.

Across ACT WA, our people bring expertise, creativity and dedication to everything they do. Whether supporting audiences, artists, venues, productions or strategic initiatives, they play a vital role in creating experiences that connect communities and enrich cultural life across Western Australia.

ACT WA are proud to attract and retain people who care deeply about the places, experiences and communities entrusted to us, and who share a commitment to public value, service excellence and cultural participation.

On 30 June 2026, ACT WA employed 447 people across its portfolio of cultural venues, precincts and creative infrastructure. Our workforce brings together a diverse range of skills and expertise that support the delivery of arts and cultural experiences throughout Western Australia.

During 2025-26, ACT WA continued to evolve its organisational structure to strengthen strategic alignment, enhance operational effectiveness and support future service delivery. These changes were designed to improve organisational capability, strengthen governance and position the agency to respond effectively to emerging opportunities and challenges.

Throughout this period of change, ACT WA's workforce demonstrated resilience, adaptability and a continued commitment to delivering services and outcomes for the community. Employees embraced new ways of working, supported organisational transitions and maintained a strong focus on operational excellence.

The workforce remains broadly gender balanced, with women representing 54.7 per cent of employees and men 45.3 per cent. ACT WA's people bring diverse skills, experiences and perspectives that contribute to an inclusive workplace and help shape welcoming cultural experiences for audiences, artists and communities.

Through continued investment in workforce capability, leadership development, organisational culture and workforce resilience, ACT WA remains focused on building a skilled, adaptable and engaged workforce that can respond to change, deliver on strategic priorities and support a vibrant arts and culture sector for Western Australia.

ACT WA workforce at a glance

447 employees (permanent, fixed term and casual)

280 employees reported English as their primary language

188 women (54.7%)

156 men (45.3%)

54 employees represented a range of cultural backgrounds and countries of origin

20 employees reported another language as their primary language

11 employees identified with disability

Workforce inclusion and belonging

Building an inclusive workplace

ACT WA is committed to fostering a workplace where people feel respected, valued and able to contribute their diverse perspectives and experiences. ACT WA recognises that an inclusive culture strengthens collaboration, improves decision-making and helps create a workplace where people can thrive.

During 2025-26, ACT WA continued initiatives that support diversity, equity and inclusion across the organisation. This included ongoing implementation of the Disability Access and Inclusion Plan, support for flexible and inclusive workplace practices, promotion of accessibility and cultural awareness initiatives, and activities that strengthen employee wellbeing, belonging and participation.

Through these efforts, ACT WA aims to build a workforce and workplace culture that reflects and supports the diverse communities ACT WA serves across Western Australia.

Case study
Vicky-Lea Munro

Recognising excellence

Human Resource Management Practitioner of the Year

ACT WA's commitment to building a capable, resilient and future-focused organisation was recognised at a sector level when Manager People and Culture, Vicky-Lea Munro, was awarded the Institute of Public Administration Australia (IPAA) WA Human Resource Management Practitioner of the Year.

Since joining ACT WA in 2023, Vicky-Lea has played a key role in strengthening organisational capability, workplace culture and employee experience during a period of significant transformation. Her leadership has helped build a more agile and responsive organisation, ensuring ACT WA is well positioned to support its growing portfolio of cultural places and experiences.

This recognition reflects not only Vicky-Lea's outstanding contribution, but also ACT WA's ongoing investment in its people, culture and long-term sustainability.

Case study
Levi Caddy

Growing the next generation

Production Manager, His Majesty's Theatre

Levi Caddy's journey from casual staging technician in 2016 to Production Manager at His Majesty's Theatre reflects the depth of talent, expertise and opportunity within ACT WA. Over nearly a decade, Levi has built his career alongside experienced theatre professionals, developing the skills, knowledge and leadership qualities needed to support one of Western Australia's most iconic cultural venues.

Today, Levi leads with a strong focus on supporting technical teams and creating opportunities for emerging industry professionals through mentoring, workplace learning and student placements. His story demonstrates ACT WA's commitment to developing capability from within, ensuring the specialist skills needed to care for our cultural places and deliver exceptional experiences continue to thrive for future generations.

Living our values

A strong organisation is built on more than systems and processes. It is defined by the positive impact it creates for the communities it serves.

At ACT WA values are reflected not only in how we work together, but in how we contribute beyond our organisation. Through our partnerships with Dogs' Refuge Home, Hannah's House, Ruah Community Services and Short Back & Sidewalks, our people supported causes that improve wellbeing, strengthen inclusion and provide practical assistance to those facing vulnerability and disadvantage.

Throughout the year, employees contributed through fundraising and advocacy initiatives. During Homelessness Week, staff raised donations in support of Ruah Community Services, helping to raise awareness of homelessness and support services for Western Australians in need. ACT WA also proudly supported Hannah's House through the annual Shine for Hannah campaign, illuminating His Majesty's Theatre in yellow to increase community visibility, encourage donations and highlight the vital care provided to children with complex and life-limiting conditions and their families.

More than community partnerships, these relationships create opportunities for our people to live ACT WA's values in action. By supporting organisations that deliver meaningful social outcomes, we strengthen our connection to the communities we serve and contribute to a more inclusive, compassionate and resilient Western Australia.

Barking Gecko Arts | AWESOME Festival

Governance and stewardship

Operational structure

Responsible Minister

The Hon Simone McGurk BA (Arts) BA (Comms) MLA, Minister for Creative Industries.

Legislation

Enabling | *Arts and Culture Trust Act 2021*

Other key legislation

In the performance of its functions, ACT WA complies with the following relevant written laws:

- *Arts and Culture Trust Act 2021*
- *Auditor General Act 2006*
- *Corruption and Crime Commission Act 2003*
- *Disability Services Act 1993*
- *Electoral Act 1907*
- *Emergency Management Act 2005*
- *Equal Opportunity Act 1984*
- *Financial Management Act 2006*
- *Food Act 2008*
- *Freedom of Information Act 1992*
- *Industrial Relations Act 1979*
- *Liquor Control Act 1988*
- *Long Service Leave Act 1958*
- *Minimum Conditions of Employment Act 1993*
- *Privacy and Responsible Information Sharing Act 2024*
- *Procurement Act 2020*
- *Public Sector Management Act 1994*
- *Public Interest Disclosure Act 1993*
- *Royalties for Regions Act 2009*
- *Salaries and Allowances Act 1975*
- *Sale of Goods Act 1895*
- *State Records Act 2000*
- *State Superannuation Act 2000*
- *Statutory Corporations (Liability of Directors) Act 1996*
- *Surveillance Devices Act 1998*
- *Ticket Scalping Act 2021*
- *Western Australian Jobs Act 2017*
- *Work Health and Safety Act 2020*
- *Workers' Compensation and Injury Management Act 1981*

Organisational structure

Governance

Established under the *Arts and Culture Trust Act 2021*, ACT WA is governed by a Board appointed by and responsible to the Minister for Creative Industries. The Board is responsible for the performance of the functions and powers of ACT WA under the section 10 and 11 of the *Arts and Culture Trust 2021*. These functions include:

- promoting the use of the theatres and facilities over which ACT WA has control
- managing, maintaining, operating, and improving ACT WA theatres
- advising the Minister on contracts for letting and managing ACT WA theatres
- coordinating and promoting all activities taking place in each of the ACT WA theatres
- promote public awareness of and foster public interest in the culture and the arts
- provide educational and training activities in relation to culture and the arts.

The Board currently has nine members, who are all appointed by the Minister for Creative Industries. An ex-officio position is held by the Department of Creative Industries, Tourism and Sport (CITS) Director General, or their nominee.

Board governance

The Board's governance is shaped by:

- Requirements of legislative compliance, including the *Arts and Culture Trust Act 2021, Financial Management Act 2006, Auditor General Act 2006* and the *Public Sector Management Act 1994*, as well as directive instructions issued by the Treasurer, Premier and the Public Sector Commissioner.
- Statement of Expectation from the responsible Minister, Minister for Creative Industries;
- Statement of intent provided to the responsible Minister;
- Board Charter;
- Board Code of Conduct;
- Disclosures of Conflicts of Interest and Gifts, Benefits and Hospitality.

Arts and Culture Trust Trustees

Morgan Solomon

Board Chairperson and Perth Cultural Centre Advisory Chairperson

Kylie Groves

Deputy Chairperson

Zoë Atkinson

Nadia van Dommelen

Finance, Risk, and Audit Committee Chair

Michelle Tremain

Melvin Yeo

Robert Taylor

Lisa Montgomery

Development and Marketing Committee Chairperson

Veronica Jeffrey

Board remuneration and meeting attendance

Position	Name	Period of membership	Term of tenure	Board attendance		Gross renumeration for financial year
				Attended	Total No. meetings	
Chairperson	Morgan Solomon	1 July 2022 – current	4 years	8	9	$37,353.00
Deputy Chairperson	Kylie Groves	1 September 2025 – current	10 months	6	9	$5,013.00
Member	Zoë Atkinson	1 July 2022 – current	4 years	7	9	$0.00
Member	Nadia van Dommelen	1 July 2022 – 30 June 2026	4 years	9	9	$9,317.00
Member	Robert Taylor	25 March 2024 – current	2 years 3 months	7	9	$4,953.00
Member	Michelle Tremain	1 July 2022 – 30 June 2026	4 years	7	9	$5,880.00
Member	Melvin Yeo	1 July 2022 – current	4 years	8	9	$7,014.00
Member	Lisa Montgomery	13 January 2025 – current	1 year 5 months	8	9	$7,828.00
Member	Veronica Jeffery	1 September 2025 – current	10 months	7	9	$5,241.00

*Gross remuneration includes remuneration for Board Committees and Strategic Planning Sessions.

*The total number of Board meetings does not include the Committee meetings attended or the Strategic Planning Session.

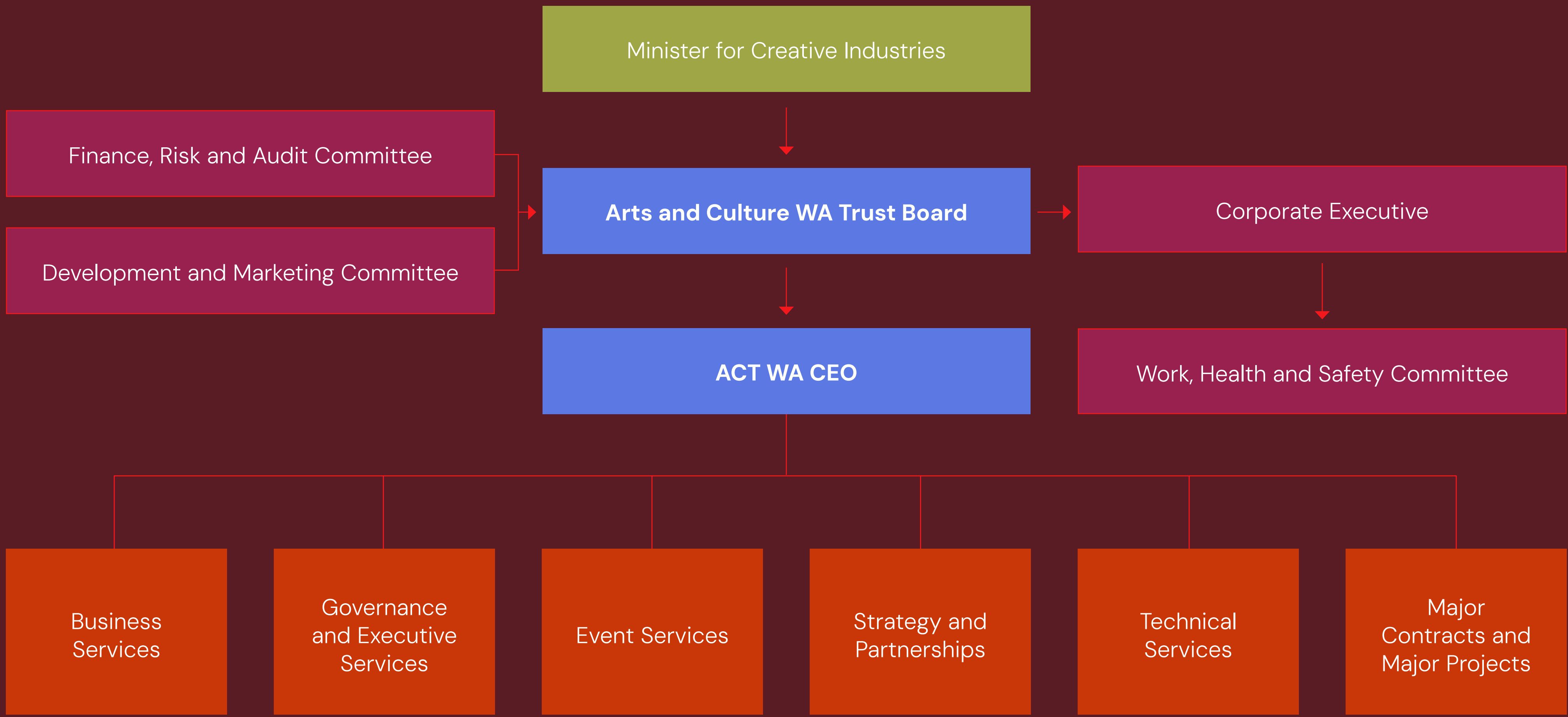
Leadership

The Chief Executive Officer is responsible to the Board for the day-to-day operations of the ACT WA. The Corporate Executive holds regular meetings to consider key strategic, planning and policy matters.

Arts and Culture Trust Senior Officers	
Chief Executive Officer	Janis Carren 1 July 2025 – 20 February 2026 Courtney Fiddian 23 February 2026 – 3 June 2026 Mark Crees 8 June 2026 – current
Director Strategy and Partnerships	Courtney Fiddian
Director Business Services	Vicky-Lea Munro
Director Strategy and Partnerships	Simone Woodard 23 February – 3 June 2026
Director Events Services	Glenn Hall
Director Technical Services	Matthew Nankivell
Director Major Contracts and Procurement	Helen Stewart
Director Governance and Executive Services	Melissa Mandy

Photo by Mauro Palmieri

Organisational chart



Performance management framework

Delivering public value requires more than ambition – it requires clear measures of success

ACT WA uses an outcomes-based performance framework to assess how effectively it creates value for Western Australians through cultural places, experiences and community outcomes. These measures support accountability, inform decision-making and help the organisation continually improve and adapt to emerging opportunities.

The Key Performance Indicators of ACT WA have been developed in accordance with Treasurer's Instruction 3 to evaluate ACT WA's performance in achieving the Government Desired Outcome and provide an overview of the critical and material aspects of service provision.

Changes to outcomes-based management framework

ACT WA's outcome-based management framework did not change during 2025-26.

Shared responsibilities with other agencies

ACT WA did not share any responsibilities with other agencies in 2025-26.

Government Goal	Desired Outcomes	Services
Better Places: A quality environment with liveable and affordable communities and vibrant regions.	Effectively managed performing arts venues attracting optimal utilisation.	ACT WA's provision of theatres and programming events provides the community with access to cultural experiences and the opportunity to enhance the cultural and economic life of WA.
Indicator		**Measure**
Key Effectiveness Indicator	Effectively managed performing arts venues attracting optimal utilisation	Attendance rates across principal performance spaces
Key Efficiency Indicator	Venue Management Services	Average cost per attendee Average subsidy per attendee for ACT WA funded programs

Photo by Danika Zuks

Delivering on our commitments (or performance against the Business Plan)

Throughout 2025–26, ACT WA continued to strengthen the systems, capability and foundations needed to support its cultural places, experiences and future growth. Key achievements against the Business Plan are outlined below.

The Board receives quarterly performance reports from the Corporate Executive, with key highlights and achievements from the year outlined below.

Financial sustainability

Modern Systems for Better Service

ACT WA continued to invest in the systems and tools needed to support contemporary venue operations and improve the experience of hirers, partners and staff.

- Momentus Roll-out - ACT WA undertook a significant upgrade of our event and financial management system. This first step sets us on the right path to providing a contemporary, timely service to venue hirers and efficient internal operations.

Governance and structure

Stronger Decision-Making for a Growing Organisation

As ACT WA's responsibilities, partnerships and portfolio continue to grow, strong governance helps ensure opportunities are identified early, decisions are informed and public resources are managed responsibly.

- The Board instigated a new Perth Cultural Centre Advisory Committee Ensuring high-level collaboration between the Perth Cultural Centre (PCC)'s key stakeholders and a co-ordinated approach to the decision making, strategic management and attraction/promotion of the precinct and its offerings.

The Committee will also advise and guide ACT WA management and the ACT WA Board on the ongoing delivery of the PCC's vision, strategic initiatives, precinct activations, brand, partnerships, commercial opportunities, integration with neighbouring precincts, and other objectives as prescribed by the ACT WA Board.

Culture and capability

Building Capability for the Future

Great cultural places and experiences rely on an organisation with the skills, systems and leadership to support them. During 2025–26, ACT WA continued to strengthen its organisational capability, ensuring it remains well positioned to support its people, assets, partnerships and future growth.

The organisation progressed its transition from a venue-based operating model to a more integrated functional model, improving collaboration across venues, strengthening consistency in service delivery and enhancing organisational capacity to manage an expanding portfolio of venues, places and projects.

ACT WA also established and embedded new organisational functions to strengthen strategic planning, partnership development and procurement capability, positioning the organisation to support future growth.

Governance, risk and accountability

Strong Foundations for Informed Decision-Making

As ACT WA's responsibilities, partnerships and portfolio continue to grow, strong governance helps ensure opportunities are identified early, decisions are informed and public resources are managed responsibly.

ACT WA strengthened its governance function during the year through the review and update of its Risk Management Framework, including resetting the organisation's risk appetite and refreshing risk assessment criteria to better support consistent, risk-informed decision making across the business.

- The strategic risk profile was reviewed with the Board and Executive to ensure ACT WA's key risks remain aligned to its operating environment, strategic priorities and major areas of organisational change, with clearer oversight of risk controls, accountability and emerging risk themes.
- ACT WA also commenced work to prepare the organisation for the new *Privacy and Responsible Information Sharing Act 2024*, which introduces clearer obligations for the collection, use, storage and sharing of personal information across the WA public sector. Initial activities focused on understanding the implications of the new legislation for ACT WA's governance, records, information management and business processes, and identifying areas where policies, procedures, staff awareness and assurance arrangements will need to be strengthened. This work will continue as the new privacy and responsible information sharing requirements are implemented, with a focus on embedding practical controls and supporting responsible, transparent and compliant information handling across the organisation.
- ACT WA continued to strengthen its integrity framework during the year, including approval of the organisation's first standalone Conflicts of Interest Policy. The policy provides a clearer foundation for identifying, declaring and managing actual, potential and perceived conflicts of interest across ACT WA's governance, operational and decision-making activities. In 2026-27, ACT WA will undertake a communications and change management program to embed the policy, build staff and leadership capability, and support a stronger culture of integrity, transparency and accountability across the organisation.


State Theatre Centre of Western Australia
Photo by Gavin John

Report on operations

The following results provide an overview of ACT WA's financial and operational performance during 2025–26, measured against approved targets and key performance indicators.

Actual results versus budget targets

Financial

Financial Targets	2025-26 Target $000	2025-26 Actual $000	Variation $000	Variance from Budget
Total cost of services (expense limit)	25,518	35,054	9,536	37.4%
Net cost of services	13,956	23,111	9,155	65.6%
Total equity	217,879	470,236	252,357	116%
Net increase / (decrease) in cash held	1,897	(1,033)	(2,930)	154%
Approved salary expense level	10,987	15,902	4,921	45%
Agreed borrowing limit (where applicable)	968	9,327	8,359	864%

Consultants

- Engagement of consultants less than $50,000:
  - ACT WA had 8 engagements with an actual cost of $128,918 inc. GST.
- Engagement of consultants greater than $50,000:
  - ACT WA engaged the following consultants in 2025-26 where the actual cost was greater than $50,000 inc. GST:

Consultant	Title of project	Actual cost $ (inc GST)
Vescient Pty Ltd	Venue Emergency Response and Risk Management Consultancy*	$150,227
Studio Bravo	Website Development	$274,100
Total		**$424,327**

Attendances at performances and other events

VENUE	2025-26	
	Events (Performance and other events)	Total Attendance
Albany Entertainment Centre		
Princess Royal Theatre	80	28,378
Kalyenup Studio	79	4,533
Harbourside Foyers and Hanover Room	50	2,613
Total Albany Entertainment Centre	**209**	**35,524**
Goldfields Art Centre		
Main Auditorium	36	10,831
Ensemble Room	150	4,844
Gallery	26	4,262
Function Room and others	28	4,634
Total Goldfields Arts Centre	**240**	**24,571**
His Majesty's Theatre		
Main Auditorium	144	114,462
Downstairs at the Maj	169	14,141
Dress Circle and other	34	1,578
Studio Spaces	53	731
Total His Majesty's Theatre	**400**	**130,912**
Perth Concert Hall		
Main Auditorium	0	0
Wardle Room	0	0
Balcony/Veranda/Forecourt	0	0
Foyers	0	0
Total Perth Concert Hall	**0**	**0**

VENUE	2025-26	
	Events (Performance and other events)	Total Attendance
Perth Cultural Centre		
Whole Precinct	1	0
Urban Orchard	14	2,000
James St Amphitheatre	0	0
Central Square	0	0
PICA Carpark	1	629
Total Perth Cultural Centre	**16**	**2,629**
State Theatre Centre of WA		
Heath Ledger Theatre	257	106,974
Studio Underground	158	28,102
Courtyard	16	20,493
Rehearsal Rooms and others	108	7,087
Total State Theatre Centre	**539**	**162,656**
Subiaco Arts Centre		
Main Auditorium	160	25,331
The Studio	86	3,916
Community spaces	199	3,354
Total Subiaco Arts Centre	**445**	**32,601**
Total All Venues	**1,849**	**388,893**

Disclosures and legal compliance

Transparency and accountability are essential to maintaining public trust. The following disclosures outline ACT WA's compliance with legislative, governance and public sector reporting requirements during 2025–26.

Ministerial directives

Treasurer's Instructions 8 (3) requires the disclosure of information on any Ministerial Directives relevant to the setting or achievement of desired outcomes or operational directives, investment activities and financing activities.

No ministerial directives were issued to ACT WA during the 2025-26 financial year.

The Minister for Creative Industries provided a Statement of Expectations in March 2026, which set out the Minister's expectations for ACT WA. The ACT WA Board responded with a Statement of Intent in May 2026.

Other financial disclosures

Pricing policies

In accordance with Treasurer's Instruction 6, the ACT WA has discretion to charge for goods and services subject Ministerial approval. These fees and charges were determined in accordance with Costing and Pricing Government Services: Guidelines for Use by Agencies in the Western Australian Public Sector published by the Department of Treasury.

Employment and industrial relations

Workforce Composition

Employment Type	2025-26
Permanent - Full-time	40
Permanent - Part-time	11
Fixed Term Contract – Full-time	48
Fixed Term Contract – Part-time	13
Total Permanent and Fixed Term Full Time Equivalent	**103.29**
Casual Headcount	344
Secondments out	2

Governance and accountability

Conflicts of interest

Declared Conflicts of Interest are recorded in a register and captured in Board minutes as per a standing agenda item. There were four Declarations of Interest in the 2025-2026 financial year.

Feedback

Feedback from audiences, customers and stakeholders helps ACT WA understand what is working well and where improvements can be made. Feedback received through established channels is reviewed, actioned where appropriate and reported to the Board on a quarterly basis.

ACT WA logged 59 negative feedback comments in the Feedback Register across all venues during 2025–26.* Key themes identified included challenges with ticket purchasing, venue wayfinding and theatre temperatures.

ACT WA also received 487 direct inbound messages across 20 social media accounts, generating 3,113 comments and 68,592 reactions. Overall sentiment across public interactions was predominantly positive or neutral.

*This figure excludes emails received as part of a coordinated campaign concerning a political commentator who had commercially hired an ACT WA venue.

Other legal requirements

Use of credit cards

Officers of the ACT WA use Corporate Credit Cards to purchase goods and services up to the value of approved financial limits relevant to the duties and responsibilities of the authorised cardholder. Despite each cardholder being reminded of their obligations annually under ACT WA's Credit Card Policy, 3 employees accidentally used cards when paying for personal purchases. The matters were not referred for disciplinary action as prompt advice was received and settlement of the personal use amount occurred in line with the procedure. The erroneous expenditure was considered both immaterial and characteristic of an honest mistake. Credit card usage reports were presented to Corporate Executive on a regular basis and all staff were reminded of appropriate credit card usage through the course of the year.

Unauthorised use of credit cards	
Number of instances where the Western Australian Government Purchasing Cards have been used for personal purposes	3
Aggregate amount of personal use expenditure for the reporting period	$443.29
Aggregate amount of personal use expenditure settled by the due date (within 5 working days)	$443.29
Aggregate amount of personal use expenditure settled after the period (after 5 working days)	$0
Aggregate amount of personal use expenditure remaining unpaid at the end of the reporting period	$0
Number of referrals for disciplinary action instigated by the notifiable authority during the reporting period	0

AWESOME Festival | Drip Drop Play

Advertising, market research and direct mail expenditure

Expenditure incurred by ACT WA in relation to advertising agencies, market research organisations, polling organisations, direct mail organisations and media advertising organisations during the financial year is detailed below in compliance with Section 175ZE of the *Electoral Act 1907*.

	Sum of Total amount
Advertising Agencies	**$39,679.55**
Carat Australia Media Services Pty Limited	$39,679.55
Direct Mailing	**$400.00**
Message4U Pty Ltd T/A Sinch Messagemedia	$400.00
Market Research	**$26,083.58**
Culture Counts (Australia) Pty Ltd	$5,500.00
Pop, Inc	$20,583.58
Media Advertising Agencies	**$100,485.70**
Admedia Australia Pty Ltd	$1,105.50
Albany Community Radio Inc	$4,492.00
Arts Hub Australia Pty Ltd	$122.95
Denmark FM	$1,185.00
Eyeball Media Australia Pty Ltd	$110.00
Google Australia Pty Ltd	$7,576.52
Initiative Media	$2,708.89
JCDECAUX Australia Trading Pty Ltd	$2,200.00
Magnesia Dream Pty Ltd T/A Green Man Media	$11,200.00
Meta Platforms Ireland Limited	$24,694.85
Nine Digital Pty Limited	$1,370.19
Southern Cross Austereo Pty Ltd	$14,831.20
Spotify AB	$500.00
The Judith Treby Family Trust T/A Concept Media, Have A Go News	$2,943.00
Venue Management Association (Asia And Pacific) Limited	$250.00
Waddyadoin Media	$4,960.00
West Australian Newspapers Limited	$19,315.00
West Digital Television Pty Ltd	$200.60
WIN Television WA	$720.00
Grand Total	**$166,648.83**

Disability Access and Inclusion Plan outcomes

ACT WA continued to implement its Disability Access and Inclusion Plan (DAIP) 2023-2027, reinforcing its commitment to ensuring arts and cultural experiences are accessible, inclusive and welcoming for all Western Australians. Through the delivery of the Plan, ACT WA worked to improve access to its venues, services, programs and information, enabling people with disability, their families and carers to participate fully in cultural life.

During 2025-26, ACT WA continued to embed accessibility and inclusion across the organisation. The inaugural Diversity, Equity and Inclusion Working Group progressed initiatives to build staff awareness and understanding of the needs and experiences of people living with disability. The DAIP remained prominently promoted through online inductions, stakeholder engagement, contractor onboarding processes and ACT WA's website, and was recognised through a range of Western Australian, national and international awareness and celebration days.

Key accessibility initiatives delivered during the year included accessible online and in-person booking options, wheelchair seating allocations, Companion Card functionality, and accessibility information integrated into venue communications and marketing materials. Patrons also benefited from a range of accessible performance offerings, including Auslan-interpreted, captioned and audio-described performances, together with tactile tours across ACT WA venues.

ACT WA further enhanced accessibility infrastructure through the procurement of Auracast technology for His Majesty's Theatre, improving access to live performance audio for patrons using compatible hearing aids, cochlear implants, headphones and personal devices. Practical accessibility measures, including adjustable footrests and hearing assistance devices, also continued to support an improved patron experience.

Accessible ticketing services remained an important component of ACT WA's inclusion outcomes. During 2025-26, 4,442 Access tickets were issued through ACT WA ticketing operations across 1,516 orders, increasing to 5,203 tickets across 1,792 orders when consortium activity was included. The number of orders provides the most accurate indication of patron engagement, as many access patrons purchase multiple tickets within a single transaction.

Access Performances 2025-26	Audio Described	Tactile Tour	Auslan	Captioned	Total
His Majesty's Theatre	12	6	1	1	20
State Theatre Centre	11	13	5	3	37
Subiaco Arts Centre	9	4	6	2	21
Albany Entertainment Centre	0	0	0	0	0
Perth Cultural Centre	0	0	0	0	0

The Companion Card program continued to support equitable participation in arts and cultural experiences, with 1,065 Companion Card tickets issued through ACT WA operations and 1,394 tickets issued including consortium activity. Online booking remained the preferred access channel, accounting for approximately half of all Access and Companion Card transactions, while phone and in-person booking options continued to provide valued support for patrons requiring additional assistance.

Together, these initiatives demonstrate ACT WA's ongoing commitment to reducing barriers to participation and creating welcoming, inclusive and accessible cultural experiences for all members of the community.

Compliance with Public Sector Standards and Ethical Codes

ACT WA is committed to educating its workforce in the Public Sector Standards in Human Resource Management and the Public Sector Code of Ethics. ACT WA recorded the following during the financial year:

Type of Breach	2025-26
Breaches in Public Sector Standards in Human Resource Management	0
Breaches in Public Sector Code of Ethics, or the Department of Creative Industries, Tourism and Sport Code of Conduct	0
Incidences of misconduct requiring investigation	2
Public Interest Disclosures lodged	1
Total Breaches	**1**

Record-keeping plan

ACT WA Recordkeeping plan compliance statement

Effective recordkeeping supports transparency, accountability and informed decision-making across the organisation.

ACT WA's Recordkeeping Plan was approved by the State Records Commission in November 2023 and is compliant with section 28 of the *State Records Act 2000* (the Act). The plan sets out the matters regarding the creation and storage of records for ACT WA.

In accordance with the State Records Commission Standard 2 and Principle 6 the following information demonstrates ACT WA's compliance.

Efficiency and effectiveness of recordkeeping systems

ACT WA is committed to continuously enhancing compliance with recordkeeping practices, with a focus on efficiently and effectively implementing and maintaining systems and processes that align with business and operational needs, regulatory requirements, and stakeholder and client expectations.

Over the past 12 months, significant improvements have been made to recordkeeping systems and architecture, including increased adoption of compliant software, the implementation of sensitivity labelling, and the commencement of a review of existing ad hoc repositories.

Ongoing efforts are in place to monitor, review and refine recordkeeping practices to further improve the efficiency and effectiveness of records management within approved systems.

Recordkeeping training program

Best practice information management is supported through induction programs for all new starters, complemented by one-to-one and group training. Training is delivered both online and in person across metropolitan offices, supporting increased adoption of approved systems as ACT WA continues to embed compliant recordkeeping practices.

Awareness and appropriate system use are reinforced through continuous education and targeted training initiatives, ensuring staff understand their responsibilities for creating, capturing, and managing records in accordance with approved policies and procedures. These initiatives are supported by ongoing enhancements to recordkeeping guidelines and processes to maintain their relevance and effectiveness.

ACT WA monitors and assesses the extent and effectiveness of recordkeeping training to ensure it supports compliance, capability development, and continuous improvement. Assurance mechanisms are in place to confirm that induction programs clearly define employee roles and responsibilities, including obligations to comply with the ACT WA Recordkeeping Plan and the State Records Commission Principles and Standards.

CITS provides support and guidance to the ACT WA in complying with the Act under the terms of the Service Level Agreement.

Freedom of Information

ACT WA and the ACT WA Board are considered part of CITS for the purposes of the *Freedom of Information Act 1992*. All applications requesting access to ACT WA documents are processed by CITS. CITS is also responsible for making decisions about the release of documents and annual reporting of statistics. ACT WA provides information to CITS as required.

ACT WA received two personal Freedom of Information requests during the 2025-26 financial year.

Government policy requirements

Work Health and Safety and Injury Management

Providing safe and supportive workplaces is fundamental to ACT WA's commitment to its people, patrons, contractors and visitors.

ACT WA reports against a range of government policy requirements designed to support safe, inclusive and accountable public sector organisations.

ACT WA is committed to empowering its staff, contractors, patrons, and visitors to feel valued and constructively engaged. This includes the promotion of a safety and health culture that enables an informed and supported environment. CITS staff assist ACT WA with work-related injury and corrective action implementation.

ACT WA has a Work Health and Safety Committee which is dedicated to ensuring the organisation complies and exceeds statutory requirements for WHS and injury management. Supporting systems are aligned with the requirements of the *Work Health and Safety Act 2020* and the W*orkers Compensation and Injury Management Act 1981*.

ACT WA introduced a Work Health and Safety Policy, and several policies including a Fatigue Management Policy, procedure and assessment tool. Improvements in reporting and a greater emphasis on safety were introduced in 2023-24, such as safety as a standing agenda item in Board and Corporate Executive meetings, driving formal reporting and investigation of hazards and incidents and strengthening the safety culture at ACT WA.

WHS Performance indicator table

Annual reporting of public sector health, safety and injury management performance 2025-2026

Measures	Results – Base year (2023-2024)	Results – Prior year (2024-2025)	Results – Current reporting year (2025-2026)	Targets	Comments about outcome
Number of Fatalities	0	0	0	0	Target Achieved
Incidence of work-related injury or illness	0	0	0	Reduce by 2% per year and 15% by 2033 compared with 2023	Target Achieved
Incidence rate of serious claims with one or more weeks' lost time	0	N/A	3.5	Reduce by 2.5% per year and 20% by 2033 compared with 2023	Target Not Achieved [1]
Incidence rate of claims resulting in permanent impairment	0	0	0	Reduce by 2% per year and 15% by 2033 compared with 2023	Target Achieved
Incidence rate of work-related respiratory disease	0	0	0	Reduce by 2.5% per year and 20% by 2033 compared with 2023	Target Achieved
Managers and supervisors trained in:					
1. work health and safety as relevant to the PCBU's risk profile; and	Not recorded	Not recorded	12%	Greater than or equal to 80% of cohort trained within last two (2) years	Target Not Achieved [2]
2. injury management	Not recorded	27%	71%	Greater than or equal to 80% of cohort trained within last five (5) years	Target Not Achieved [3]
Percentage of workers returned to work on full duties and hours (i) within 13 weeks	100%	100%	100%	No target	N/A

[1] ACT WA identified a data recording gap for FY2023-25. Historical data is unavailable (N/A), and FY2025-26 will establish the baseline for this indicator.

[2] ACT WA has engaged Vescient (an external training provider) who are designing ACT WA a training session to train managers and supervisors in risks relevant to our risk profile. Target will be achieved by next reporting period.

[3] Target was narrowly missed due to resource and scheduling constraints. Achievement is expected by the next reporting period.

Measures	Results – Base year (2023-2024)	Results – Prior year (2024-2025)	Results – Current reporting year (2025-2026)	Targets	Comments about outcome
Percentage of workers returned to work on full duties and hours (ii) within 26 weeks	100%	100%	100%	Greater than or equal to 70% returned to work within 26 weeks	Target Achieved
Agency has a WHS management system that has been independently assessed in last five years	No	No	No	Yes	Target Not Achieved
Consultative systems: 1. Number of health and safety representatives				No target – intended for agency trend information	
1. in total;	11	7	6		
2. who have attended HSR training;	11	7	6		
3. shown as a percentage of workers;	3.8%	2.4	2.1		
4. shown as a ratio to the number of workplaces occupied by the Agency; and	1.83	1.17	1.1		
2. Name/s of health and safety committees and sub-committees	Work Health and Safety Committee	Work Health and Safety Committee	Health and Safety Committee		

ACT WA, through the CITS Asset Maintenance Team, coordinates and maintains an annually reviewed asbestos register for all ACT WA managed buildings. There are schedules and processes in place for the prioritised safe removal of asbestos containing materials and safe disposal of that material.

WA Multicultural policy framework

ACT WA is proud to be a culturally rich and diverse organisation with diversity deeply embedded in our identity and across ACT WA's venues and programs that reflect the communities who visit our sites. The ACT WA Multicultural Plan 2026 – 2028 is a commitment to this diversity by setting strategies to ensure that every Western Australian value cultural, linguistic and religious diversity and feels that they belong. It ensures that programs and services are culturally appropriate and responsive to the needs of all Western Australians, and that Western Australians from culturally and linguistically diverse backgrounds are equitably represented in employment and on boards, committees and other decision-making bodies.

Substantive equality

ACT WA is committed to promoting and managing the principles of diversity and equality within its workforce, and across its venues and spaces to ensure its working environment, including performance, rehearsal and managed spaces are safe, productive, healthy, and free from discrimination. ACT WA has drafted its first stand-alone Equal Employment Opportunity (EEO) Management Plan 2023–2025. Prior to this, ACT WA amalgamated its EEO initiatives and reporting data with CITS.

Photo by Courtney McAllister

Key Performance Indicators

Certification of performance indicators

I hereby certify that the key performance indicators are based on proper records, are relevant and appropriate for assisting users to assess the Arts and Culture Trust's performance and fairly represent the performance of the Arts and Culture Trust for the financial year ended 30 June 2026.

Kylie Groves
Deputy Chairperson
of the Arts and Culture Trust
Friday 28 August 2026

Ashok Desai
Finance, Risk and Audit Committee Chair
of the Arts and Culture Trust
Friday 28 August 2026

Government desired outcome

Better Places: A quality environment with liveable and affordable communities and vibrant regions.

Agency level desired outcome: Effectively managed performing arts venues attracting optimal utilisation.

ACT WA's provision of theatres and programming events provides the community with access to cultural experiences and the opportunity to enhance the cultural and economic life of WA.

Key Effective Indicators

	2023-24 Actual	2024-25 Actual	2025-26 Target	2025-26 Actual	Notes and Explanation of Variances
Attendance rate across principal performance spaces	545,615	378,668	301,984	388,893	The decline in figures between 2023-24 and 2025-26 is primarily attributed to the closure of the Perth Cultural Centre and the continued closure of the Perth Concert Hall. The increase between the target and actual for 2025-26 is attributed to the successful commercial and Resident Company programs.

Key Efficiency Indicators

	2023-24 Actual ($)	2024-25 Actual ($)	2025-26 Target	2025-26 Actual ($)	Notes and Explanation of Variances
Average cost per attendee	54	77	82	90	The increase in average cost per attendee in 2025-26 compared to 2024-25 was primarily driven by a substantial decline in attendance following the closure of Perth Concert Hall and Perth Cultural Centre.
Average subsidy per attendee for ACT funded programs	4	3	2	2	Based on the success of the Resident Companies for the 2025-26 period, the target has been met.

Financial Statements and notes

Certification of Financial Statements
For the year ended 30 June 2026

The accompanying financial statements of the Arts and Culture Trust have been prepared in compliance with the provisions of the Financial Management Act 2006 (WA) from proper accounts and records to present fairly the financial transactions for the financial year ended 30 June 2026 and the financial position as at 30 June 2026.

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

Tony De Nobrega
Chief Finance Officer
of the Arts and Culture Trust
Friday 28 August 2026

Kylie Groves
Deputy Chairperson
of the Arts and Culture Trust
Friday 28 August 2026

Ashok Desai
Finance, Risk and Audit Committee Chair
of the Arts and Culture Trust
Friday 28 August 2026

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Auditor General

INDEPENDENT AUDITOR'S REPORT

2026

Arts and Culture Trust

To the Parliament of Western Australia

Report on the audit of the financial statements

Opinion

I have audited the financial statements of the Arts and Culture Trust (Trust) which comprise:

- the statement of financial position as at 30 June 2026, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended
- 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 Trust for the year ended 30 June 2026 and the financial position as at the end of that period
- in accordance with Australian Accounting Standards (applicable to Tier 2 Entities), the *Financial Management Act 2006* and the Treasurer's Instructions.

Basis for opinion

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

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

Responsibilities of the Trustee for the financial statements

The Trustee is responsible for:

- keeping proper accounts
- preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards (applicable to Tier 2 Entities), the *Financial Management Act 2006* and the Treasurer's Instructions
- such internal control as it determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustee is responsible for:

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- 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 Trust.

Auditor's responsibilities for the audit of the financial statements

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

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

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

Report on the audit of controls

Opinion

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

In my opinion, in all material respects, the controls exercised by the Trust are sufficiently adequate to provide reasonable assurance that the controls within the system were suitably designed to achieve the overall control objectives identified as at 30 June 2026, and the controls were implemented as designed as at 30 June 2026.

The Trustee's responsibilities

The Trustee 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 Trust for the year ended 30 June 2026 reported in accordance with the *Financial Management Act 2006* and the Treasurer's Instructions (legislative requirements). The key performance indicators are the Under Treasurer-approved key effectiveness indicators and key efficiency indicators that provide performance information about achieving outcomes and delivering services.

In my opinion, in all material respects, the key performance indicators report of the Trust for the year ended 30 June 2026 is in accordance with the legislative requirements, and the key performance indicators are relevant and appropriate to assist users to assess the Trust's performance and fairly represent indicated performance for the year ended 30 June 2026.

The Trustee's responsibilities for the key performance indicators

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

Auditor General's responsibilities

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

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

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

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

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

Other information

The Board is responsible for the other information. The other information is the information in the entity's annual report for the year ended 30 June 2026, but not the financial statements, key performance indicators and my auditor's report.

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

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

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

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

This auditor's report relates to the financial statements and key performance indicators of the Trust for the year ended 30 June 2026 included in the annual report on the Trust's website. The Trust's management is responsible for the integrity of the Trust's website. This audit does not provide assurance on the integrity of the Trust'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 Trust to confirm the information contained in the website version.

Carly Meagher
Senior Director Financial Audit
Delegate of the Auditor General for Western Australia
Perth, Western Australia
31 August 2026

Statement of Comprehensive Income
For the period ended 30 June 2026

	Note	2026 $000	2026 $000
Cost of Services			
Expenses			
Employee benefits expense	2.1 (a)	17,448	15,642
Supplies and services	2.3	5,163	4,636
Depreciation and amortisation expense	4.1, 4.2, 4.3	5,574	3,003
Finance cost	6.2	2	10
Accommodation expenses	2.3	5,609	4,588
Grants and subsidies	2.2	0	379
Cost of sales	3.3	834	928
Other expenses	2.3	389	151
Total cost of services		**35,019**	**29,337**
Revenue and Income			
User charges and fees	3.2	8,494	8,150
Sales	3.3	2,417	2,531
Sponsorship	3.4	626	499
Interest revenue	3.4	162	86
Other revenue	3.4	617	706
Total Revenue		**12,316**	**11,972**
Gains / (loss)			
Gain / (loss) on disposal of non-current assets	4.1 (a)	(373)	23
Total Gains / (loss)		**(373)**	**23**
Total income other than income from State Government		**11,943**	**11,995**
Net cost of services		**23,076**	**17,342**

	Note	2026 $000	2026 $000
Income from State Government			
Service appropriation	3.1	19,129	20,196
State grants and subsidies	3.1	3,839	14,466
Services received free of charge	3.1	2,196	1,472
Royalties for Regions fund	3.1	500	1,000
Total income from State Government		**25,664**	**37,134**
Surplus for the period		**2,588**	**19,792**
Other Comprehensive Income			
Items not reclassified subsequently to profit and loss			
Changes in asset revaluation surplus	4.1	8,192	26,783
Total other comprehensive income		**8,192**	**26,783**
Total comprehensive income for the period		**10,780**	**46,575**

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

Statement of Financial Position
For the period ended 30 June 2026

	Note	2026 $000	2026 $000
Assets			
Current Assets			
Cash and cash equivalents	6.3	9,327	11,575
Restricted cash and cash equivalents	6.3	4,720	3,505
Inventories	3.3	145	100
Receivables	5.1	1,151	2,925
Other current assets	5.3	616	3,064
Total Current Assets		**15,959**	**21,169**
Non-Current Assets			
Receivables	5.1	7,794	1,831
Amounts receivable for services	5.2	59,187	55,761
Property, plant and equipment	4.1	395,442	181,135
Intangible assets	4.2	152	85
Right of use assets	4.3	24	29
Total Non-Current Assets		**462,599**	**238,841**
Total Assets		**478,558**	**260,010**

	Note	2026 $000	2026 $000
Liabilities			
Current Liabilities			
Payables	5.4	2,117	2,521
Funds held in trust	5.5	4,014	3,252
Lease liabilities	6.1	5	5
Employee related provisions	2.1(b)	1,939	2,046
Other current liabilities	5.6	2,679	1,961
Total Current Liabilities		**10,754**	**9,785**
Non Current Liabilities			
Lease liabilities	6.1	20	25
Employee related provisions	2.1(b)	648	566
Total Non Current Liabilities		**668**	**591**
Total Liabilities		**11,422**	**10,376**
Net Assets		**467,136**	**249,634**
EQUITY			
Contributed equity		390,868	184,146
Reserves		55,079	46,887
Accumulated surplus		21,189	18,601
Total Equity		**467,136**	**249,634**

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

Statement of Changes in Equity
For the period ended 30 June 2026

	Contributed equity $000	Reserves $000	Accumulated surplus / (deficit) $000	Total equity $000
Balance at 1 July 2024	**181,633**	**20,104**	**(1,191)**	**200,546**
Surplus/(Deficit)	0	0	19,792	19,792
Other Comprehensive Income	0	26,783	0	26,783
Total comprehensive income for the period	**0**	**26,783**	**19,792**	**46,575**
Transactions with owners in their capacity as owners:				
Capital Appropriation	2,513	0	0	2,513
Total Transaction with Owners	**2,513**	**0**	**0**	**2,513**
Balance at 30 June 2025	184,146	46,887	18,601	249,634
Balance at 1 July 2025	**184,146**	**46,887**	**18,601**	**249,634**
Surplus/(Deficit)	0	0	2,588	2,588
Other Comprehensive Income	0	8,192	0	8,192
Total comprehensive income for the period	**0**	**8,192**	**2,588**	**10,780**
Transactions with owners in their capacity as owners:				
Capital Appropriation	206,722	0	0	206,722
Total Transaction with Owners	**206,722**	**0**	**0**	**206,722**
Balance at 30 June 2026	390,868	55,079	21,189	467,136

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

Statement of Cash Flows
For the period ended 30 June 2026

	Note	2026 $000	2026 $000
Cash Flows From State Government			
Service appropriation		15,676	16,743
State grants and subsidies		6,471	12,216
Capital contributions		0	2,500
Royalties for Regions fund		500	1,000
Net cash provided by State Government		**22,647**	**32,459**

Utilised as follows:

	Note	2026 $000	2026 $000
Cash Flows From Operating Activities			
Payments		(11,340)	(10,115)
Payments from trust fund		(17,378)	(15,397)
Employee benefits		(4,626)	(5,988)
Supplies and services		(3,413)	(3,160)
Accommodation		0	(379)
Grants and subsidies		(856)	(1,659)
GST payments on purchases		(275)	(96)
Other payments		(534)	129
Receipts			
Receipts into trust fund		12,102	11,783
User charges and fees		8,742	8,437
Sale of goods and services		2,417	2,531
Sponsorship		626	499
Interest received		162	86
GST receipts on sales		1,249	1,083
GST receipts from taxation authority		194	606
Other receipts		619	706
Net cash used in operating activities		**(12,311)**	**(10,934)**

	Note	2026 $000	2026 $000
Cash Flows From Investing Activties			
Payments			
Purchase of non-current physical assets		(5,406)	(8,373)
Receipts			
Proceeds from sale of non-current physical assets		0	23
Net cash used in investing activities		**(5,406)**	**(8,350)**
Cash Flows From Financing Activities			
Receipts			
Payments			
HomeFire working capital support		(5,868)	(1,500)
Payment to accrued salaries account		(95)	(92)
Net cash used in financing activities		**(5,963)**	**(1,592)**
Net increase / (decrease) in cash and cash equivalents		(1,033)	11,583
Cash and cash equivalents at the beginning of the period		15,080	3,497
Cash and cash equivalents at the end of the period	6.3	**14,047**	**15,080**

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

Notes to the Financial Statements
For the period ended 30 June 2026

1. Basis of preparation

The Arts and Culture Trust is a WA Government entity and is controlled by the State of Western Australia which is the ultimate parent. Arts and Culture Trust is a not-for-profit entity (as profit is not its principal objective).

A description of the nature of its operations and its principal activities have been included in the '**Overview**' which does not form part of these financial statements.

These annual financial statements were authorised for issue by the accountable authority of the Arts and Culture Trust on 1 September 2026.

Statement of compliance

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

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

Basis of preparation

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

Accounting for Goods and Services Tax (GST)

Income, expenses and assets are recognised net of the amount of goods and services tax (GST), except that the:

a. Amount of GST incurred by the Arts and Culture Trust 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 GST components of cashflows arising from investing and finance activities which are recoverable from, or payable to, the ATO are classified as operating cash flows.

Contributed equity

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, to be designated as contributions by owners (at the time of, or prior to, transfer) before such transfers can be recognised as equity contributions. Capital appropriations have been designated as contributions by owners by TI 8 - Requirement 8.1(i) and have been credited directly to Contributed Equity.

The transfers of net assets to/from other agencies, other than as a result of a restructure of administrative arrangements, are designated as contributions by owners where the transfers are non-discretionary and non-reciprocal.

Comparative information

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

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

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.

Notes to the Financial Statements
For the period ended 30 June 2026

2. Use of our funding

Expenses incurred in the delivery of service

This section provides additional information about how the Arts and Culture Trust'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 Arts and Culture Trust in achieving its objectives and the relevant notes are:

	Notes
Employee benefits expenses	2.1(a)
Employee related provisions	2.1(b)
Grants and subsidies	2.2
Other expenditure	2.3

2.1 (a) Employee benefits expenses

	2026 ($000)	2025 ($000)
Wages and salaries	14,137	12,678
Superannuation - defined contribution plans	1,306	1,090
Superannuation - other schemes	506	462
Long service leave	467	415
Annual leave	869	797
Other related expenses	163	200
Total employee benefits expenses	**17,448**	**15,642**

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 Agency 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 GSS (concurrent contributions), the WSS, other GESB schemes or other superannuation funds.

AASB 16 Non-monetary benefits Non-monetary employee benefits, that are employee benefits expenses, predominantly relate to the provision of vehicle and housing benefits are measured at the cost incurred by the Arts and Culture Trust.

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

2.1 (b) Employee related provisions

	2026 ($000)	2025 ($000)
Current		
Employee benefits provision		
Annual leave [(a)]	873	828
Long service leave [(b)]	814	963
	1,687	**1,791**
Other provisions		
Employment on-costs [(c)]	252	255
Total current employee related provisions	**1,939**	**2,046**
Non current		
Employee benefits provision		
Long service leave [(b)]	590	513
	590	**513**
Other provisions		
Employment on-costs [(c)]	58	53
Total non-current employee related provisions	**648**	**566**
Total employee related provisions	**2,587**	**2,612**

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.

Notes to the Financial Statements
For the period ended 30 June 2026

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

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

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

The provision for long service leave is calculated at present value as the Agency 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.

(c) Employment on-costs: involve settlements of annual and long service leave liabilities which gives 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 2.3 (Apart from the unwinding of the discount (finance cost)) and are not included as part of the Trust's 'employee benefits expense'. The related liability is included in 'Employment oncosts provision'.

	2026 ($000)	2025 ($000)
Employment on-costs provision		
Carrying amount at start of the period	308	412
Additional/(reversals of) provisions recognised	(12)	(162)
Payments/other sacrifices of economic benefits	14	58
Carrying amount at end of period	**310**	**308**

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 Arts and Culture Trust's long service leave provision. These include:

- Expected future salary rates
- Discount rates
- Employee retention rates; and
- Expected future payments

Changes in these estimations and assumptions may impact on the carrying amount of the long service leave provision.

Any gain or loss following revaluation of the present value of long service leave liabilities is recognised as employee benefits expense.

2.2 Grants and subsidies

	2026 ($000)	2025 ($000)
Recurrent		
Perth Concert Hall - Operations	0	379
Total grants and subsidies	**0**	**379**

Transactions in which the Arts and Culture Trust 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, nongovernment schools, and community groups. The Arts and Culture Trust is not responsible for administrating a government subsidy scheme.

2.3 Other expenditure

	2026 ($000)	2025 ($000)
Supplies and services		
Communications	638	506
Consultants and contractors	444	519
Consumables	207	264
Advertising and promotion	225	355
Programming	574	216
Equipment purchases	477	489
Insurance premiums	600	443
Equipment hire	71	94
Legal fees	55	51
Licences	169	104
Maintenance	368	389
Printing	42	54
Bank and credit card charges	112	84
Temporary staff	438	703
Travel	39	26
Entertainment	11	11
Other	693	328
Total supplies and services expenses	**5,163**	**4,636**
Accommodation expenses		
Repairs and maintenance	2,606	1,608
Office Rental	133	109
Electricity and gas	889	867
Water	222	239
Cleaning	419	484
Security	1,036	1,003
Other	304	278
Total accommodation expenses	**5,609**	**4,588**
Other expenses		
Sponsorship	4	13
Employment on-costs	179	(12)
Audit and Accounting Fees	184	147
Expected credit losses expense	20	3
Other	2	0
Total other expenses	**389**	**151**
Total other expenditure	**11,161**	**9,375**

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

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

Repairs, maintenance and cleaning costs are recognised as expenses as incurred.

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

Building and infrastructure maintenance and equipment repairs and maintenance 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 Receivables for more details.

Software modification costs are recognised as expenses as incurred.

Employee on-cost includes workers' compensation insurance and other employment oncosts. The oncosts liability associated with the recognition of annual and long service leave liabilities is included at note 2.1(b) Employee related provisions. Superannuation contributions accrued as part of the provision for leave are employee benefits and are not included in employment on-costs.

Notes to the Financial Statements
For the period ended 30 June 2026

3. Our funding sources

How we obtain our funding

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

	Notes
Income from State Government	3.1
User charges and fees	3.2
Sales of goods	3.3
Other Income	3.4

3.1 Income from State Government

	2026 ($000)	2025 ($000)
Appropriation received during the period:		
- Service appropriation	19,129	20,196
Total appropriation received	**19,129**	**20,196**
Services received free of charge from other public sector entities		
Department of Finance - accommodation	14	13
State Solicitors Office	24	31
Building maintenance paid by CITS	2,158	1,428
Total resources received free of charge	**2,196**	**1,472**
State grants and subsidies		
Grant payments made by the Department of Creative Industries, Tourism and Sport (CITS) for the following projects:		
(i) Critical Theatre Equipment Upgrades Funding	80	9,878
(ii) Working Capital Funding for the Perth Film Studios	3,618	3,750
(iii) Salary Recoups for CEO, Major Project Manager and Film Studio Contract Staff	141	707
(iv) Gold Fields Arts Center Theatre Lighting Upgrade	0	131
Total grants and subsidies	**3,839**	**14,466**
Royalties for Regions fund:		
Regional community services account	500	1,000
Total Royalties for Regions fund	**500**	**1,000**
Total income from State Government	**25,664**	**37,134**

Service appropriations are recognised as income at the fair value of consideration received in the period in which the Arts and Culture Trust gains control of the appropriated funds. The Arts and Culture Trust gains control of 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 are recognised as income when the Arts and Culture Trust has satisfied its performance obligations under the funding agreement. If there is no performance obligation, income will be recognised when the Arts and Culture Trust receives the funds.

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

The Regional Infrastructure and Headworks Account, and Regional Community Services Accounts are sub-funds within the overarching 'Royalties for Regions fund'. The recurrent funds are committed to projects and programs in WA regional areas and are recognised as income when the Trust receives the funds.

Notes to the Financial Statements
For the period ended 30 June 2026

Year ended 30 June 2026	2026 Budget Estimate ($000)	2026 Supplementary Funding ($000)	2026 Revised Budget ($000)	2026 Actual ($000)	2026 Variance ($000)
Delivery of Services					
Net amount appropriated to deliver services	15,002	4,127	19,129	19,129	0
Total appropriations provided to deliver services	**15,002**	**4,127**	**19,129**	**19,129**	**0**

3.2 User charges and fees

	2026 ($000)	2025 ($000)
Venue hire and related charges	6,911	6,733
Ticketing fee income	1,583	1,417
	8,494	8,150

Revenue is recognised at the transaction price when the Trust 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 venue hire and related charges. The performance obligations for these user fees and charges are satisfied when the services have been provided, that is, when the event is held.

Revenue is recognised at a point-in-time for ticketing fee income. The Trust typically satisfies its performance obligations in relation to these user fees and charges when services have been provided, that is, when the event is held. If the event is cancelled, the Arts and Culture Trust is obligated to refund all cash collected from the customers.

3.3 Sales of goods

	2026 ($000)	2025 ($000)
Sales	2,417	2,531
Cost of Sales:		
Opening inventory	(100)	(90)
Purchases	(879)	(938)
	(979)	**(1,028)**
Closing inventory	145	100
Cost of Goods Sold	(834)	(928)
Gross Profit	1,583	1,603
Closing Inventory comprises:		
Current Inventories		
Raw materials & stores (at cost)	145	100
Total Current inventories	**145**	**100**
Total inventories	145	100

Sale of goods

Revenue is recognised at the transaction price when the Arts and Culture Trust transfers control of the goods to customers.

Inventories

Inventories are measured at the lower of cost and net realisable value. Costs are assigned by the method most appropriate for each class of inventory, with the majority being measured on a first in first out basis. Inventories not held for resale are measured at cost unless they are no longer required, in which case they are measured at net realisable value.

3.4 Other income

	2026 ($000)	2025 ($000)
Sponsorship [(a)]	626	499
Bank interest	162	86
Other revenue		
Grants and subsidies	505	497
Commission	27	19
Recoup of previous years expenditure	5	0
Donations	27	0
Other	53	190
	617	**706**
Total other income	1,405	1,291

[(a)] Sponsorship is recognised as income when the funds are receivable

Notes to the Financial Statements
For the period ended 30 June 2026

4. Key assets

Assets the Arts and Culture Trust utilises for economic benefit or service potential

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

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

Total key assets

4.1(a) Property, plant and equipment

Year ended 30 June 2026	Freehold Land ($000)	Buildings ($000)	Works in progress ($000)	Leasehold improvement ($000)	Plant, equipment and vehicles ($000)	Works of art ($000)	Total ($000)
1 July 2025							
Gross carrying amount	2,476	160,010	9,531	5,250	28,676	6	205,949
Accumulated depreciation	0	(6)	0	(4,877)	(19,931)	0	(24,814)
Carrying amount at start of period	**2,476**	**160,004**	**9,531**	**373**	**8,745**	**6**	**181,135**
Additions	0	0	(3,639)	0	8,919	0	5,280
Agency Transfers [(a)]	0	206,722	0	0	0	0	206,722
Revaluation increments / (decrements)	424	7,769	0	0	0	0	8,193
Disposal	0	(373)	0	0	0	0	(373)
Depreciation	0	(4,172)	0	(93)	(1,250)	0	(5,515)
Carrying amount at 30 June 2026	**2,900**	**369,950**	**5,892**	**280**	**16,414**	**6**	**395,442**
Gross carrying amount	2,900	371,699	5,892	5,250	35,822	6	421,569
Accumulated depreciation	-	(1,749)	-	(4,970)	(19,408)	-	(26,127)
Carrying amount at 30 June 2026	**2,900**	**369,950**	**5,892**	**280**	**16,414**	**6**	**395,442**

[(a)] Relates to the Perth Film Studio building transferred from the Department of Creative Industries, Tourism and Sport.

Notes to the Financial Statements
For the period ended 30 June 2026

Initial recognition

Items of infrastructure, property, plant, and equipment, costing $5,000 or more are measured initially at cost. Where an asset is acquired for no cost or significantly less than fair value, the cost is valued at its fair value at the date of acquisition. Items of infrastructure, 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 which are significant in total).

The cost of a leasehold improvement is capitalised and depreciated over the shorter of the remaining term of the lease or the estimated useful life of the leasehold improvement.

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.

Infrastructure, 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 Western Australian Land Information Authority (Landgate) and recognised annually to ensure that the carrying amount does not differ materially from the asset's fair value at the end of the reporting period.

Land and buildings were revalued as at 1 July 2025 by Landgate. The valuations were performed during the year ended 30 June 2025 and recognised at 30 June 2026. In undertaking the revaluation, fair value was determined by reference to current use for land: $2,900,000 and current replacement cost for buildings: $164,976,103.

In addition, for buildings under the current replacement cost basis, estimated professional and project management fees are included in the valuation of current use assets as required by AASB 2022-10 Amendment to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-For-Profit Public Sector Entities.

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

Valuation techniques and inputs

Level 3 assets

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

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

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

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

Basis of valuation

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

Useful lives

All infrastructure, 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 exceptions to this rule include assets held for sale, land and investment properties.

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:

Assets	Useful life: years
Buildings	66 years
Air conditioning upgrades	4 to 25 years
Leasehold improvements	3 to 40 years
Communication equipment	4 to 10 years
Computer hardware	3 to 4 years
Furniture, fixtures and fittings	4 to 20 years
Plant and equipment	3 to 25 years
Office equipment	5 to 10 years
Other equipment	4 to 20 years

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

Leasehold improvements are depreciated over the shorter of the lease term and their useful lives.

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

Notes to the Financial Statements
For the period ended 30 June 2026

Impairment

Non-financial assets, including items of infrastructure, 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 and is written down to its recoverable amount, an impairment loss is recognised through profit or loss.

Where a previously revalued asset is written down to its recoverable amount, the loss is recognised as a revaluation decrement through other comprehensive income to the extent that the impairment loss does not exceed the amount in the revaluation surplus for the class of asset.

As Arts and Culture Trust is a not-for-profit agency, 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.

Note 4.2 Intangible assets

Year ended 30 June 2026	2026 ($000)	2025 ($000)
1 July 2025		
Gross carrying amount	2,373	2,373
Accumulated amortisation	(2,288)	(2,288)
Carrying amount at start of period	**85**	**85**
Additions	113	113
Amortisation expense	(46)	(46)
Carrying amount at end of period	**152**	**152**

Initial recognition

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

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

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

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

a. the technical feasibility of completing the intangible asset so that it will be available for use or sale;
b. an intention to complete the intangible asset, and use or sell it;
c. the ability to use or sell the intangible asset;
d. the intangible asset will generate probable future economic benefit;
e. the availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset; and
f. the ability to measure reliably the expenditure attributable to the intangible asset during its development.

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

Subsequent measurement

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

Useful lives

Amortisation of finite life intangible assets is calculated on a straight line basis at rates that allocate the asset's value over its estimated useful life. All intangible assets controlled by the Arts and Culture Trust 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:

Licences	up to 10
Development Costs	3 to 5 years
Software [a]	3 to 5 years
Website Costs	3 to 5 years

[a] Software that is not integral to the operation of any related hardware.

Impairment of intangible assets

Intangible assets with indefinite useful lives are tested for impairment annually or when an indication of impairment is identified. As at 30 June 2026 there were no indications of impairment to intangible assets.

Notes to the Financial Statements
For the period ended 30 June 2026

4.3 Right-of-use assets

Year ended 30 June 2026	Vehicles ($000)	Total ($000)
1 July 2025		
Gross carrying amount	58	58
Accumulated depreciation	(29)	(29)
Carrying amount at start of period	**29**	**29**
Additions	7	7
Depreciation	(12)	(12)
Carrying amount as at end of period	**24**	**24**
Gross carrying amount	65	65
Accumulated depreciation	(41)	(41)

The Arts and Culture Trust has leases for vehicles and office accommodation. The lease contracts are typically made for fixed periods of 1-10 years with an option to renew the lease after that date.

The Arts and Culture Trust 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 Arts and Culture Trust recognises right-of-use assets and a corresponding lease liability for most leases. The right-of-use assets are measured at cost comprising of:

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

The corresponding lease liabilities in relation to these right-of-use assets have been disclosed in note 6.1.

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

Subsequent Measurement

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

Depreciation and impairment of right-of-use assets

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

If ownership of the leased asset transfers to the Agency 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.

Notes to the Financial Statements
For the period ended 30 June 2026

5. Other assets and liabilities

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

	Notes
Receivables	5.1
Amount receivable for services	5.2
Other Assets	5.3
Payables	5.4
Funds held in trust	5.5
Other liabilities	5.6

5.1 Receivables

	2026 ($000)	2025 ($000)
Current		
Receivables	1,173	2,947
Allowance for impairment of receivables	(22)	(22)
Total current	**1,151**	**2,925**
Non-current		
Accrued Salaries Account [(a)]	426	331
Other debtors - Film Studios Working Capital Advance	7,368	1,500
Total non- current	**7,794**	**1,831**
Total receivables	**8,945**	**4,756**

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

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

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

For trade receivables, the Trust recognises an allowance for ECLs measured at the lifetime expected credit losses at each reporting date. The Trust has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment. Please refer to note 2.3 for the amount of ECLs expensed in this financial year.

5.2 Amounts receivable for services (Holding Account)

	2026 ($000)	2025 ($000)
Asset replacement	59,187	55,734
Leave liability	0	27
Balance at end of period	**59,187**	**55,761**

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

Amounts receivable for services are considered not impaired (i.e there is no expected credit loss of the Holding Account).

5.3 Other assets

	2026 ($000)	2025 ($000)
Current		
Prepayments	360	2,640
Accrued income	256	424
Balance at end of period	**616**	**3,064**

5.4 Payables

	2026 ($000)	2025 ($000)
Current		
Trade payables	2,112	2,492
Other payables	20	46
GST (Receivable) / Payable	(15)	(17)
Balance at end of period	**2,117**	**2,521**

Payables are recognised at the amounts payable when the Arts and Culture Trust 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 30 days.

Notes to the Financial Statements
For the period ended 30 June 2026

5.5 Funds held in trust

	2026 ($000)	2025 ($000)
Ticketing Trust Account - Event Settlements	4,014	3,252

Ticketing Trust account – Event Settlements represents amounts payable to third parties following a performance at ACT venues. The carrying amount is equivalent to fair value as settlement will occur within the financial year.

5.6 Other liabilities

	2026 ($000)	2025 ($000)
Current		
Accrued expenses	572	923
Accrued salaries	390	302
Income received in advance	1,717	736
Balance at end of period	**2,679**	**1,961**

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

The accrued salaries suspense account (See Note 7.1 'Restricted cash and cash equivalents') consists of amounts paid annually, from the Arts and Culture Trust appropriations for salaries expense, into a Treasury suspense account to meet the additional cash outflow for employee salary payments in reporting periods with 27 pay days instead of the normal 26. No interest is received on this account.

6. Financing

This section sets out the material balances and disclosures associated with the financing and cashflows of the Arts and Culture Trust.

	Notes
Lease liabilities	6.1
Finance cost	6.2
Cash and cash equivalents	6.3
Capital commitments	6.4

6.1 Lease liabilities

	2026 ($000)	2025 ($000)
Current	5	5
Non-current	20	25
	25	**30**

Initial measurement

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

Lease payments included by the Arts and Culture Trust 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 Arts and Culture Trust 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.

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

Concessionary leases also referred to as peppercorn leases, are to be measured and recognised at cost. The Arts and Culture Trust is moderately dependent on leases that have significantly below-market terms and conditions, with two out of its six venues being peppercorn leases. They have significantly below-market terms and conditions principally to enable the entity to further its objectives to offer a wide range of art experiences in well-managed venues. Below is information about the nature and terms of the peppercorn leases held.

Notes to the Financial Statements
For the period ended 30 June 2026

Leases	Nature and timing
State Theatre Centre	The State Theatre Centre is for the lease of Crown land buildings and other fixed improvements on the land. The lease payments are $1.00 per annum, and the lease term is for 21 years commencing on the 15 November 2018. ACT is restricted to use the venue for the permitted use being, operation of theatres and for purposes ancillary or beneficial to that purpose.
Subiaco Arts Centre	The Subiaco Arts Centre is for the lease of Crown land and all current and future buildings and improvements on that land (including Lessors fixtures). The lease payments are $1.00 per annum and the lease term is for 21 years commencing on the 1 July 2006. ACT is restricted from using the underlying assets for any purpose other than for the following objectives: • to provide a range of arts and arts related events which include both opportunities for community participation and • professional practice; • to establish cultural developmental links with individuals, educational, community, government and other organisations; and • to provide opportunities and support for practising artists to express their art and to interact.
Perth Film Studios	The Perth Film Studios is for the lease of Crown land. The lease payments are $1.00 per annum, and the lease term is 50 years commencing on the 5 June 2024. ACT is restricted to use the underlying assets for any purpose other than for the construction, maintenance, use and operation of the Perth Film Studios.

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.

6.2 Finance costs

	2026 ($000)	2025 ($000)
Finance costs		
Interest expense on lease liabilities	2	10
Finance costs expensed	**2**	**10**

Finance cost includes the interest component of lease liability repayments, interest component of service concession financial liabilities and the increase in financial liabilities and non-employee provisions due to the unwinding of discounts to reflect the passage of time.

6.3 Cash and cash equivalents

	2026 ($000)	2025 ($000)
Cash and cash equivalents	9,327	11,575
Restricted cash and cash equivalents	4,720	3,505
Total cash and cash equivalents at end of period	**14,047**	**15,080**
Restricted cash and cash equivalents		
Current		
Event settlements [a]	4,720	3,505

[a] Funds from ticket sales held on behalf of promoters and other parties in relation to the staging events and shows, pending due and proper performance of contractual obligations.

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

6.4 Capital commitments

As at 30 June 2026, the Arts and Culture Trust has $2.75 million in capital commitments for stage 1 and 2 of the fly system upgrade at the State Theatre. This process is ongoing, with current expenditures recorded as work in progress.

Notes to the Financial Statements
For the period ended 30 June 2026

7. Financial instruments and contingencies

This note sets out the key risk management policies and measurement techniques of the Arts and Culture Trust.

	Notes
Financial instruments	7.1
Contingent assets and liabilities	7.2

7.1 Financial instruments

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

	2026 ($000)	2025 ($000)
Financial Assets		
Cash and cash equivalents	9,327	11,575
Restricted cash and cash equivalents	4,720	3,505
Financial assets at amortised cost [(a)]	68,410	60,963
Total financial assets	**82,457**	**76,043**
Financial Liabilities		
Financial liabilities measured at amortised cost [(b)]	8,825	7,751
Total financial liability	**8,825**	**7,751**

[(a)] The amount of Financial assets at amortised cost excludes the GST recoverable from the ATO (statutory receivables).

[(b)] The amount of Financial liabilities at amortised cost excludes GST payable to the ATO (statutory payable).

7.2 Contingent assets and liabilities

Contingent assets and contingent liabilities are not recognized in the statement of financial position but are disclosed and, if quantifiable, are measured at best estimate.

7.2.1 Contingent assets

At the reporting date, the Arts and Culture Trust had no material contingent assets

7.2.2 Contingent liabilities

At the reporting date, the Arts and Culture Trust had no material contingent liability

Notes to the Financial Statements
For the period ended 30 June 2026

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
Supplementary financial information	8.8

8.1 Events occurring after the end of the reporting period

At the reporting date, the Arts and Culture Trust had no event to report

8.2 Key management personnel

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

Compensation of trustees of the Arts and Culture Trust

The total fees, salaries, superannuation, non-monetary benefits and other benefits for trustees of the Arts and Culture Trust for the reporting period are presented within the following bands:

	2026	2025
0 - 10,000	8	8
10,001-40,000	1	1

	2026 ($000)	2025 ($000)
Total compensation of senior officers	84	74

Compensation of senior officers of the Arts and Culture Trust

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

Compensation band ($)	2026	2025
250,001 - 300,000	0	1
200,001 - 250,000	2	0
150,001 - 200,000	6	13
100,001 - 150,000	8	3
50,001 - 100,000	11	4
1 - 50,000	7	6

	2026 ($000)	2025 ($000)
Total compensation of senior officers	3,342	3,221

Total compensation includes the superannuation expense incurred by the Arts and Culture Trust in respect of senior officers.

8.3 Related party transactions

The Arts and Culture Trust is a wholly owned public sector entity that is controlled by of the State of Western Australia.

Related parties of the Arts and Culture Trust include:

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

Material transactions with related parties

Outside of normal citizen type transactions with the Arts and Culture Trust 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.

8.4 Related bodies

At the reporting date, the Arts and Culture Trust had no related bodies as defined by Treasurer's Instruction 8 (6.1).

8.5 Affiliated bodies

At the reporting date, the Arts and Culture Trust had no affiliated bodies as defined by Treasurer's Instruction 8 (6.3).

Notes to the Financial Statements
For the period ended 30 June 2026

8.6 Special purpose accounts

Special Purpose Account - section 16(1)(c) of Financial Management Act 2006

Arts and Culture Trust Ticketing Account

The purpose of the account is to hold funds on behalf of promoters and other parties in relation to the staging of events and shows, pending due and proper performance of contractual obligations.

	2026 ($000)	2025 ($000)
Balance at the start of period	3,505	1,729
Receipts	12,555	11,891
Payments	(11,340)	(10,115)
Balance at the end of period	**4,720**	**3,505**

8.7 Remuneration of auditor

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

	2026 ($000)	2025 ($000)
Auditing the accounts, financial statements, controls, and key performance indicators	43	42

8.8 Supplementary financial information

(a) Write-offs

During the financial year, $393,000 (2025: $nil) was written off the Arts and Culture Trust books under the authority of:

	2026 ($000)	2025 ($000)
The board of Trustees (Arts and Culture Trust)	20	0
The Minister	373	0

(b) Losses through theft, defaults and other causes

There were no losses of public moneys and public and other property through theft or default during the financial year.

(c) Gift of public property

There were no gifts of public property provided by the Arts and Culture Trust.

Notes to the Financial Statements
For the period ended 30 June 2026

9 Explanatory statement

This explanatory section explains variations in the financial performance of the Trust undertaking transactions under its own control, as represented by the primary financial statements.

All variances between annual estimates (original budget) and actual results for 2026, and between the actual results for 2026 and 2025 are shown below. Narratives are provided for key major variances which vary more than 10% from their comparative and that the variation is more than 1% of the:

1. **Estimate and actual results for the current year:**

- Total Cost of Services of the annual estimates for the Statements of comprehensive income and Statement of cash flows (1% of $25,518,000), and
- Total Assets of the annual estimates for the Statement of financial position (1% of $223,800,000)

2. **Actual results between the current year and the previous year:**

- Total Cost of Services of the previous year for the Statements of comprehensive income and Statement of cash flows (1% of $29,337,000), and
- Total Assets of the previous year for the Statement of financial position (1% of $260,010,000).

9.1 Statement of Comprehensive Income Variances

	Note	Estimate 2026 ($000)	Actual 2026 ($000)	Actual 2025 ($000)	Variance between estimate and actual 2026 ($000)	Variance between actual results for 2026 and 2025 ($000)
Cost of services						
Expenses						
Employee benefits expense	A, 1	13,418	17,448	15,642	4,030	1,806
Supplies and services	B, 2	4,315	5,163	4,636	848	527
Depreciation and amortisation expense	C, 3	3,453	5,574	3,003	2,121	2,571
Finance costs		0	2	10	2	(8)
Accommodation expenses	D, 4	2,909	5,609	4,588	2,700	1,021
Cost of sales		731	834	928	103	(94)
Grants and subsidies	5	0	0	379	0	(379)
Other expenses		692	389	151	(303)	238
Total cost of services		**25,518**	**35,019**	**29,337**	**9,501**	**5,682**
Income						
User charges and fees	E, 6	7,324	8,494	8,150	1,170	344
Sales	F	2,880	2,417	2,531	(463)	(114)
Sponsorship		376	626	499	250	127
Interest revenue		48	162	86	114	76
Other revenue		934	617	706	(317)	(89)
Total Income		**11,562**	**12,316**	**11,972**	**754**	**344**
Gains / (loss)						
Gain / (loss) on disposal of non-current assets		0	(373)	23	(373)	(396)
Total Gains		**0**	**0**	**0**	**0**	**0**
Total income other than income from State Government		**11,562**	**11,943**	**11,995**	**381**	**(52)**
Net cost of services		13,956	23,076	17,342	9,120	5,734
Income from State Government						
Service appropriation	G, 7	15,002	19,129	20,196	4,127	(1,067)
State grants and subsidies	H, 8	0	3,839	14,466	3,839	(10,627)
Services received free of charge	I, 9	925	2,196	1,472	1,271	724
Royalties for Regions Fund	10	500	500	1,000	0	(500)
Total income from State Government		**16,427**	**25,664**	**37,134**	**9,237**	**(11,470)**
Surplus / (deficit) for the period		2,471	2,588	19,792	117	(17,204)
Other comprehensive income						
Items not reclassified subsequently to profit or loss						
Changes in asset revaluation surplus		0	8,192	26,783	8,192	(18,591)
Total other comprehensive income		**0**	**8,192**	**26,783**	**8,192**	**(18,591)**
Total comprehensive income for the period		2,471	10,780	46,575	8,309	(35,795)

Notes to the Financial Statements
For the period ended 30 June 2026

Major estimate and actual (2026) variance narratives:

a. **Employee Benefits** increased by **$4.030 million (30%)**, mainly due to higher costs associated with fixed-term and permanent wages arising from the organisational restructure, alongside casual staffing for ACT venue shows. Casual wage outflows were largely offset by recoveries from venue hirers.
b. **Supplies and Services** increased by **$0.848 million (20%)**, reflecting higher equipment purchases and website development costs.
c. **Depreciation** increased by **$2.121 million (61%)**, mainly due to the depreciation associated with the Perth Film Studios buildings.
d. **Accommodation** increased by **$2.700 million (93%)**, driven by higher cleaning and security costs at the Perth Cultural Centre and increased maintenance and repairs of theatre equipment across venues.
e. **User fees and charges** increased by **$1.170 million (16%)**, attributed to higher-than-budgeted venue hire fees and increased ticket sales revenue from ACT-programmed performances.
f. **Sales revenue** decreased by **$0.463 million (16%)**, reflecting lower-than-expected income from food and beverage operations at His Majesty's Theatre and Albany Entertainment Centre.
g. **Service appropriation** increased by **$4.127 million (28%),** due to additional funding provided by Government during the Mid-Year-Review budget process to address a projected operating deficit.
h. **State grants and subsidies** increased by **$3.839 million**, reflecting funding for the working capital support for the Perth Film Studios.
i. **Services received free of charge** increased by **$1.271 million (137%)**, primarily due to additional building maintenance services provided by the Department of Creative Industries, Tourism and Sport.

Major Actual 2026 and comparative 2025 variance narratives:

1. **Employee benefits** increased by **$1.806 million (12%)**, mainly due to higher costs associated with fixed-term and permanent wages arising from the organisational restructure, alongside casual staffing for ACT venue shows. Casual wage outflows were largely offset by recoveries from venue hirers.
2. **Supplies and services** increased by **$0.527 million (11%)** reflecting higher equipment purchases and website development costs.
3. **Depreciation** increased by **$2.571 million (86%),** mainly due to the depreciation associated with the Perth Film Studios buildings.
4. **Accommodation** increased by **$1.021 million (22%)**, mainly due to higher cleaning and security costs at the Perth Cultural Centre and increased maintenance and repairs of theatre equipment across venues.
5. **Grants and subsidies** decreased by **$0.379 million (100%),** as no funding was provided to the Perth Concert Hall, which has been under redevelopment since December 2024.
6. **User fees and charges** increased by **$0.344 million (4%)**, attributed to higher venue hire fees and ticket fees.
7. **Service appropriation** decreased by **$1.067 million (5%),** primarily due to higher appropriation and supplementary funding received in 2025.
8. **State grants and subsidies** decreased by **$10.627 million (73%)**, as prior year includes funding to support technical theatre equipment upgrades across all ACT venues, enhancements to the State Theatre Centre's fly system, and working capital for the Perth Film Studios.
9. **Services received free of charge** increased by **$0.724 million (49%)**, primarily due to additional building maintenance services provided by the Department of Creative Industries, Tourism and Sport.
10. **Royalties for Regions funding** decreased by **$0.500 million (50%)**, as the prior year includes the delayed receipt of the 2023–24 Albany Entertainment Centre allocation, which was only received in the last financial year following an extended acquittal process.

9.2 Statement of Financial Position Variances

	Variance Note	Estimate 2026 ($000)	Actual 2026 ($000)	Actual 2025 ($000)	Variance between estimate and actual 2026 ($000)	Variance between actual results for 2026 and 2025 ($000)
Assets						
Current assets						
Cash and cash equivalents	J	4,165	9,327	11,575	5,162	(2,248)
Restricted cash and cash equivalents		2,387	4,720	3,505	2,333	1,215
Inventories		80	145	100	65	45
Receivables	K	793	1,151	2,925	358	(1,774)
Other current assets		486	616	3,064	130	(2,448)
Total current assets		**7,911**	**15,959**	**21,169**	**8,048**	**(5,210)**
Non-Current Assets						
Receivables	L, 11	1,649	7,794	1,831	6,145	5,963
Amounts receivable for services	12	55,761	59,187	55,761	3,426	3,426
Property, plant and equipment	M, 13	158,361	395,442	181,135	237,081	214,307
Right of Use Assets		0	24	29	24	(5)
Intangible assets		118	152	85	34	67
Total Non-Current Assets		**215,889**	**462,599**	**238,841**	**246,710**	**223,758**
Total Assets		**223,800**	**478,558**	**260,010**	**254,758**	**218,548**
Liabilities						
Current Liabilities						
Payables		1,075	2,117	2,521	1,042	(404)
Funds held in trust		2,078	4,014	3,252	1,936	762
Lease Liabilities		0	5	5	5	0
Employee related Provisions		1,965	1,939	2,046	(26)	(107)
Other current liabilities	N	331	2,679	1,961	2,348	718
Total Current Liabilities		**5,449**	**10,754**	**9,785**	**5,305**	**969**
Non Current Liabilities						
Employee related provisions		472	648	566	176	82
Lease Liabilities		0	20	25	20	(5)
Total Non Current Liabilities		**472**	**668**	**591**	**196**	**77**
Total Liabilities		**5,921**	**11,422**	**10,376**	**5,501**	**1,046**
Net Assets		**217,879**	**467,136**	**249,634**	**249,257**	**217,502**
Equity						
Contributed equity	O	141,762	390,868	184,146	249,106	206,722
Reserves	P,14	31,128	55,079	46,887	23,951	8,192
Accumulated surplus / (deficit)		44,989	21,189	18,601	(23,800)	2,588
Total Equity		**217,879**	**467,136**	**249,634**	**249,257**	**217,502**

Major estimate and actual (2026) variance narratives:

j. Cash and cash equivalents increased by $5.162 million (124%), primarily due to:

- Unspent supplementary funding received during the Mid-Year Review budget process
- Deferred expenditure for fly system upgrades at the State Theatre
- Unspent funding for the Perth Film Studios open day.

k. Receivables increased by $0.358 million (45%), reflecting invoices issued to the Department of Creative Industries, Tourism and Sport for $0.618 million in working capital funding for the Perth Film Studios

l. Non current receivables increased by $6.145 million (373%), reflecting the working capital advance to the Perth Film Studios.

m. Property, plant and equipment increased by $237.081 million (150%), primarily due to the transfer of the Perth film Studios buildings from the Department of Creative Industries, Tourism and Sports.

n. Other current liabilities increased by $2.348 million (710%), mainly reflecting the funds received for the Perth Film Studios opening day in September 2026.

o. Contributed equity increased by $249.106 million (176%), mainly reflecting the transfer of the Perth Film Studios buildings from the Department of Creative Industries, Tourism and Sports.

p. Reserves increased by $23.951 million (77%), largely due to the revaluation uplift of buildings for His Majesty's Theatre, Goldfields Arts Centre and Albany Entertainment Centre.

Major Actual 2026 and comparative 2025 variance narratives:

11. Non current receivables increased by $5.963 million (326%), reflecting the working capital advance to the Perth Film Studios.

12. Amounts receivable for services increased by $3.426 million (6%), reflecting the annual funding allocation recorded under the service appropriation for asset replacement.

13. Property, plant and equipment increased by $214.307 million (118%), primarily due to the transfer of the Perth film Studios buildings from the Department of Creative Industries, Tourism and Sports.

14. Reserves increased by $8.192 million (17%), largely due to the revaluation uplift of buildings for His Majesty's Theatre, Goldfields Arts Centre and Albany Entertainment Centre.

Notes to the Financial Statements
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9.3 Statement of Cash Flows Variances

	Variance Note	Estimate 2026 ($000)	Actual 2026 ($000)	Actual 2025 ($000)	Variance between estimate and actual 2026 ($000)	Variance between actual results for 2026 and 2025 ($000)
Cash Flows From State Government						
Service appropriation	Q, 15	11,549	15,676	16,743	4,127	(1,067)
State grants and subsidies	R,16	0	6,471	12,216	6,471	(5,745)
Capital contributions	16	0	0	2,500	0	(2,500)
Royalties for Regions Fund	17	500	500	1,000	0	(500)
Net cash provided by State Government		**12,049**	**22,647**	**32,459**	**10,598**	**(9,812)**
Cash Flows From Operating Activities						
Payments						
Payments from trust fund	S, 18	(6,581)	(11,340)	(10,115)	(4,759)	(1,225)
Employee benefits	T, 19	(11,300)	(17,378)	(15,397)	(6,078)	(1,981)
Supplies and services		(3,815)	(4,626)	(5,988)	(811)	1,362
Finance Cost		0	0	0	0	0
Accommodation		(2,609)	(3,413)	(3,160)	(804)	(253)
Grants and Subsidies	20	0	0	(379)	0	379
GST payments on purchases	21	(806)	(856)	(1,659)	(50)	803
GST payments to taxation authority		0	(275)	(96)	(275)	(179)
Other payments		(835)	(534)	129	301	(663)
Receipts						
Receipts into trust fund	U	6,056	12,102	11,783	6,046	319
User charges and fees	V, 22	7,268	8,742	8,437	1,474	305
Sale of goods and services		37	2,417	2,531	2,380	(114)
Sponsorship		376	626	499	250	127
Interest received		54	162	86	108	76
GST receipts on sales	W	654	1,249	1,083	595	166
GST receipts from taxation authority	23	151	194	606	43	(412)
Other receipts		1,701	619	706	(1,082)	(87)
Net cash used in operating activities		**(9,649)**	**(12,311)**	**(10,934)**	**(2,662)**	**(1,377)**

Notes to the Financial Statements
For the period ended 30 June 2026

9.3 Statement of Cash Flows Variances

	Variance Note	Estimate 2026 ($000)	Actual 2026 ($000)	Actual 2025 ($000)	Variance between estimate and actual 2026 ($000)	Variance between actual results for 2026 and 2025 ($000)
Cash Flows From Investing Activties						
Payments						
Purchase of non-current physical assets	X, 24	(500)	(5,406)	(8,373)	(4,906)	2,967
Receipts						
Proceeds from sale of non-current physical assets		0	0	23	0	(23)
Net cash used in investing activities		**(500)**	**(5,406)**	**(8,350)**	**(4,906)**	**2,944**
Cash Flows From Financing Activities						
Payments						
Principal elements of lease payments		(3)	0	0	3	0
HomeFire Working Capital Support	Y, 25	0	(5,868)	(1,500)	(5,868)	(4,368)
Payment to Accrued Salaries account		0	(95)	(92)	(95)	(3)
Net cash used in financing activities		**(3)**	**(5,963)**	**(1,592)**	**(5,960)**	**(4,371)**
Net increase / (decrease) in cash and cash equivalents		1,897	(1,033)	11,583	(2,930)	(12,616)
Cash and cash equivalents at the beginning of the period		6,304	15,080	3,497	8,776	11,583
Adjustment for the reclassification		0	0	0	0	0
Cash and cash equivalents at the end of the period		**8,201**	**14,047**	**15,080**	**5,846**	**(1,033)**

Notes to the Financial Statements
For the period ended 30 June 2026

Major Estimate and Actual (2026) Variance Narratives

q. Cash inflows from service appropriations increased by **$4.127 million (36%)**, primarily due to supplementary funding received through the Mid-Year Review budget process for the organisational restructure.

r. Cash inflows from grants and subsidies and capital contributions increased by **$6.471 million**, mainly reflecting funding allocated for:

- Perth Film Studios open day, and
- Working capital support for the Perth Film Studios.

s. Payments from the Trust Account increased by **$4.759 million (72%)**, primarily due to higher activity levels across venues, resulting in increased user fees and charges.

t. Cash outflows for employee benefits increased by **$6.078 million (54%)**, mainly due to higher costs associated with fixed-term and permanent wages arising from the organisational restructure, alongside casual staffing for ACT venue shows. Casual wage outflows were largely offset by recoveries from venue hirers.

u. Receipts from the Trust Account increased by **$6.046 million (100%),** reflecting heightened venue activity and corresponding higher-than-budgeted user fees and charges.

v. Cash inflows from user fees and charges increased by **$1.474 million (20%)**, mainly due to higher venue hire income and ticket sales from ACT-programmed shows.

w. GST receipts on sales increased by **$0.595 million (91%)**, driven by higher-than-budget sales and user fees and charges.

x. Cash outflows for the purchase of non-current physical assets increased by **$4.906 million (981%)**, primarily due to acquisitions under the first stage of the State Theatre Centre's automated fly system upgrade program and technical theatre equipment upgrades across all ACT venues.

y. An increase of **$5.868 million** in cash outflows under investing activities relates to payments made for working capital support for the Perth Film Studios.

Major Actual (2026) and Comparative (2025) Variance Narratives

15. 1Cash inflows from service appropriations decreased by **$1.067 million (6%),** primarily due to higher appropriation and supplementary funding received in 2025.

16. Cash inflows from grants and subsidies and capital contributions decreased by **$5.745 million** and **$2.5 million** respectively. Prior year funding were allocated for:

- $9.8 million Technical theatre equipment upgrades across all ACT venues,
- Enhancements to the fly system at the State Theatre Centre, and
- Working capital support for the Perth Film Studios.

17. Cash inflows from Royalties for Regions decreased by **$0.500 million (50%)**, reflecting delayed receipt of the 2023–24 allocation, which was received in the last financial year following a protracted acquittal process for the prior year's grant.

18. Payments from the Trust Account increased by **$1.225 million (12%)**, consistent with a corresponding increase in the Trust Account cash balance as at 30 June 2026.

19. Cash outflows for employee benefits increased by **$1.981 million (13%**), mainly due to higher costs associated with fixed-term and permanent wages arising from the organisational restructure, alongside casual staffing for ACT venue shows. Casual wage outflows were largely offset by recoveries from venue hirers.

20. Cash outflows for grants and subsidies decreased by **$0.379 million (100%)**, as no funding was provided to the Perth Concert Hall, which has been under redevelopment since December 2024.

21. GST payments on purchases decreased by **$0.803 million (48%)**, primarily driven by expenditure associated with theatre equipment upgrades in 2025.

22. Cash inflows from user fees and charges increased by **$0.305 million (4%)**, mainly due to higher ticketing fees income.

23. GST receipts from the taxation authority decreased by **$0.412 million (68%)**, as prior year included refunds linked to theatre equipment purchases.

24. Cash outflows for the purchase of non-current physical assets decreased by **$2.967 million (35%)**, primarily because the prior year included acquisitions related to the $9.8 million theatre equipment upgrade program.

25. An increase of **$4.368 million (291%**) in cash outflows under investing activities relates to payments made for working capital support for the Perth Film Studios.

ACT WA x Woodward Productions | Plied and Prejudice
Photo by Danika Zuks

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