THE GOVERNMENT OF WESTERN AUSTRALIA

2015-16

BUDGET

Paper No. 2

Budget Statements Volume 1

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Budget Paper No. 1 – Budget Speech

Budget Paper No. 2 – Budget Statements (Volumes 1–2)

Budget Paper No. 3 – Economic and Fiscal Outlook

Reader's Guide to the 2015-16 Budget Statements (Available electronically from http://www.ourstatebudget.wa.gov.au)

2015-16 BUDGET

BUDGET STATEMENTS

Budget Paper No. 2

Volume 1

PRESENTED TO THE LEGISLATIVE ASSEMBLY
ON 14 MAY 2015

2015-16 Budget Statements
(Budget Paper No. 2 Volume 1)
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2015-16 BUDGET

BUDGET STATEMENTS

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CHAPTER 1

CONSOLIDATED ACCOUNT EXPENDITURE ESTIMATES

Vol	Division		Details
			PART 1 - PARLIAMENT
1	1		Parliament
			Legislative Council
		1	- Net amount appropriated to deliver services.....
			- Salaries and Allowances Act 1975.....
1			Legislative Assembly
		2	- Net amount appropriated to deliver services.....
			- Salaries and Allowances Act 1975.....
1			Parliamentary Services
		3	- Net amount appropriated to deliver services.....
		117	- Capital Appropriation.....
			Total.....
1	2		Parliamentary Commissioner for Administrative Investigations
		4	- Net amount appropriated to deliver services.....
			- Parliamentary Commissioner Act 1971.....
			Total.....
			TOTAL - PART 1.....
			PART 2 - PREMIER; MINISTER FOR STATE DEVELOPMENT; SCIENCE
1	3		Premier and Cabinet
		5	- Net amount appropriated to deliver services.....
		6	- Amount provided for Administered Grants, Subsidies and Other Transfer Payments.....
			- Capital Appropriation.....
			- Salaries and Allowances Act 1975.....
			Total.....
1	4		Public Sector Commission
		7	- Net amount appropriated to deliver services.....
			- Salaries and Allowances Act 1975.....
			Total.....
1	5		Governor's Establishment
		8	- Net amount appropriated to deliver services.....
			- Governor's Establishment Act 1992.....
			- Salaries and Allowances Act 1975.....
			Total.....
1	6		Salaries and Allowances Tribunal
		9	- Net amount appropriated to deliver services.....
			Total.....
1	7		State Development
		10	- Net amount appropriated to deliver services.....
		11	- Amount provided for Administered Grants, Subsidies and Other Transfer Payments.....
			- Salaries and Allowances Act 1975.....
			Total.....

2013-14 Actual $' 000	2014-15 Budget $' 000	2014-15 Estimated Actual $' 000	2015-16 Budget Estimate $' 000	2016-17 Forward Estimate $' 000	2017-18 Forward Estimate $' 000	2018-19 Forward Estimate $' 000
5,161	5,308	5,308	5,879	5,786	5,831	5,978
11,237	11,518	11,671	11,964	12,601	12,571	12,886
5,219	5,406	5,406	5,758	5,829	6,073	6,212
17,864	18,311	18,763	19,188	19,991	20,158	20,661
15,469	15,903	15,903	16,579	16,550	16,832	17,081
1,000	1,000	1,000	1,000	1,000	1,000	1,000
55,950	57,446	58,051	60,368	61,757	62,465	63,818
6,686	7,570	7,556	8,139	7,510	7,306	7,346
648	648	648	659	659	659	659
7,334	8,218	8,204	8,798	8,169	7,965	8,005
63,284	65,664	66,255	69,166	69,926	70,430	71,823
209,066	163,099	153,615	166,387	160,531	162,155	167,412
46,105	15,000	35,000	15,000	15,000	15,000	15,000
-	3,000	3,000	-	-	-	-
2,220	2,288	2,288	2,365	2,365	2,365	2,365
257,391	183,387	193,903	183,752	177,896	179,520	184,777
25,380	24,606	24,263	26,328	25,289	25,462	25,545
1,284	1,117	1,117	1,150	1,156	1,156	1,156
26,664	25,723	25,380	27,478	26,445	26,618	26,701
1,372	1,401	1,401	1,605	1,607	1,585	1,571
2,747	2,780	2,780	2,822	2,836	2,836	2,915
483	490	490	490	490	512	512
4,602	4,671	4,671	4,917	4,933	4,933	4,998
995	1,023	1,023	1,077	1,084	1,111	1,139
995	1,023	1,023	1,077	1,084	1,111	1,139
36,544	38,285	34,582	36,773	33,004	31,103	31,201
16,318	17,299	17,299	20,961	17,782	19,359	19,359
670	670	670	909	927	927	944
53,532	56,254	52,551	58,643	51,713	51,389	51,504

Vol	Division		Details
			PART 2 - PREMIER; MINISTER FOR STATE DEVELOPMENT; SCIENCE - continued
1	8		Chemistry Centre (WA)
		12	- Net amount appropriated to deliver services.....
			- Capital Appropriation.....
			- Salaries and Allowances Act 1975.....
			Total.....
			TOTAL - PART 2.....
			PART 3 - DEPUTY PREMIER; MINISTER FOR HEALTH; TOURISM
1	9		WA Health
		13	- Net amount appropriated to deliver services.....
		118	- Capital Appropriation.....
			- Lotteries Commission Act 1990.....
			- Salaries and Allowances Act 1975.....
			Total.....
1	10		Western Australian Tourism Commission
		14	- Net amount appropriated to deliver services.....
		119	- Capital Appropriation.....
			- Salaries and Allowances Act 1975.....
			Total.....
			TOTAL - PART 3.....
			PART 4 - MINISTER FOR REGIONAL DEVELOPMENT; LANDS; MINISTER ASSISTING THE MINISTER FOR STATE DEVELOPMENT
1	11		Regional Development
		15	- Net amount appropriated to deliver services.....
			- Salaries and Allowances Act 1975.....
			Total.....
1	12		Gascoyne Development Commission
		16	- Net amount appropriated to deliver services.....
			- Salaries and Allowances Act 1975.....
			Total.....
1	13		Goldfields-Esperance Development Commission
		17	- Net amount appropriated to deliver services.....
			- Salaries and Allowances Act 1975.....
			Total.....
1	14		Great Southern Development Commission
		18	- Net amount appropriated to deliver services.....
			- Salaries and Allowances Act 1975.....
			Total.....
1	15		Kimberley Development Commission
		19	- Net amount appropriated to deliver services.....
			- Salaries and Allowances Act 1975.....
			Total.....

2013-14 Actual $' 000	2014-15 Budget $' 000	2014-15 Estimated Actual $' 000	2015-16 Budget Estimate $' 000	2016-17 Forward Estimate $' 000	2017-18 Forward Estimate $' 000	2018-19 Forward Estimate $' 000
9,559	8,144	8,139	7,324	5,577	5,614	6,083
700	700	700	-	-	-	-
208	208	208	208	208	208	208
10,467	9,052	9,047	7,532	5,785	5,822	6,291
353,651	280,110	286,575	283,399	267,856	269,393	275,410
4,117,213	4,577,949	4,574,016	4,692,820	4,793,811	4,904,047	5,290,351
329,441	269,414	245,284	213,940	124,014	95,344	65,787
120,000	122,227	123,648	129,536	135,718	142,195	149,020
663	680	680	697	716	716	716
4,567,317	4,970,270	4,943,628	5,036,993	5,054,259	5,142,302	5,505,874
61,599	66,185	65,636	63,287	59,491	56,401	55,416
150	150	150	150	150	150	150
296	296	296	296	297	297	305
62,045	66,631	66,082	63,733	59,938	56,848	55,871
4,629,362	5,036,901	5,009,710	5,100,726	5,114,197	5,199,150	5,561,745
3,963	7,045	7,045	3,472	2,709	2,609	2,774
281	287	287	291	297	304	311
4,244	7,332	7,332	3,763	3,006	2,913	3,085
1	1	1	1	1	1	1
245	250	250	255	260	265	270
246	251	251	256	261	266	271
154	1	1	1	1	1	1
220	224	224	229	234	239	243
374	225	225	230	235	240	244
1	1	1	1	1	1	1
214	218	218	223	227	230	235
215	219	219	224	228	231	236
1	1	1	1	1	1	1
252	257	257	262	267	267	267
253	258	258	263	268	268	268

Vol	Division		Details
			PART 4 - MINISTER FOR REGIONAL DEVELOPMENT; LANDS; MINISTER ASSISTING THE MINISTER FOR STATE DEVELOPMENT - continued
1	16		Mid West Development Commission
		20	- Net amount appropriated to deliver services.....
			- Salaries and Allowances Act 1975.....
			Total.....
1	17		Peel Development Commission
		21	- Net amount appropriated to deliver services.....
			- Salaries and Allowances Act 1975.....
			Total.....
1	18		Pilbara Development Commission
		22	- Net amount appropriated to deliver services.....
			- Salaries and Allowances Act 1975.....
			Total.....
1	19		South West Development Commission
		23	- Net amount appropriated to deliver services.....
			- Salaries and Allowances Act 1975.....
			Total.....
1	20		Wheatbelt Development Commission
		24	- Net amount appropriated to deliver services.....
			- Salaries and Allowances Act 1975.....
			Total.....
1	21		Lands
		25	- Net amount appropriated to deliver services.....
		120	- Capital Appropriation.....
			Total.....
1	22		Western Australian Land Information Authority
		26	- Net amount appropriated to deliver services.....
			- Capital Appropriation.....
			- Salaries and Allowances Act 1975.....
			- Transfer of Land Act 1893.....
			Total.....
			TOTAL - PART 4.....

2013-14 Actual $' 000	2014-15 Budget $' 000	2014-15 Estimated Actual $' 000	2015-16 Budget Estimate $' 000	2016-17 Forward Estimate $' 000	2017-18 Forward Estimate $' 000	2018-19 Forward Estimate $' 000
1	1	1	1	1	1	1
228	233	233	237	242	242	242
229	234	234	238	243	243	243
253	1	1	1	1	1	1
214	218	218	223	227	231	236
467	219	219	224	228	232	237
1	1	1	110	1	1	1
251	256	256	261	266	269	276
252	257	257	371	267	270	277
239	1	1	1	1	1	1
210	214	214	218	223	226	229
449	215	215	219	224	227	230
1	1	1	1	1	1	1
214	218	218	223	227	227	227
215	219	219	224	228	228	228
27,168	31,518	42,607	38,941	39,654	27,695	28,114
450	1,427	279	3,456	2,588	-	-
27,618	32,945	42,886	42,397	42,242	27,695	28,114
27,736	28,403	28,368	29,216	31,233	31,798	32,063
2,339	220	220	-	-	-	-
309	318	318	328	337	347	356
441	-	1,390	-	-	-	-
30,825	28,941	30,296	29,544	31,570	32,145	32,419
65,387	71,315	82,611	77,953	79,000	64,958	65,852

Vol	Division		Details
			PART 5 - MINISTER FOR EDUCATION; ABORIGINAL AFFAIRS; ELECTORAL AFFAIRS
1	23		Education
		27	- Net amount appropriated to deliver services
		121	- Capital Appropriation
			- Salaries and Allowances Act 1975
			Total
1	24		Education Services
		28	- Net amount appropriated to deliver services
		29	- Amount provided for Administered Grants, Subsidies and Other Transfer Payments
			- Salaries and Allowances Act 1975
			Total
1	25		School Curriculum and Standards Authority
		30	- Net amount appropriated to deliver services
			- Salaries and Allowances Act 1975
			Total
1	26		Country High School Hostels Authority
		31	- Net amount appropriated to deliver services
		122	- Capital Appropriation
			Total
1	27		Aboriginal Affairs
		32	- Net amount appropriated to deliver services
		123	- Capital Appropriation
			- Salaries and Allowances Act 1975
			Total
1	28		Western Australian Electoral Commission
		33	- Net amount appropriated to deliver services
			- Electoral Act 1907
			- Industrial Relations Act 1979
			- Salaries and Allowances Act 1975
			Total
			TOTAL - PART 5
			PART 6 - MINISTER FOR PLANNING; CULTURE AND THE ARTS
1	29		Planning
		34	- Net amount appropriated to deliver services
			- Amount provided for Administered Grants, Subsidies and Other Transfer Payments
		124	- Capital Appropriation
			- Salaries and Allowances Act 1975
			Total
1	30		Western Australian Planning Commission
		35	- Net amount appropriated to deliver services
		125	- Capital Appropriation
			- Metropolitan Region Improvement Tax Act 1959
			Total

2013-14 Actual $' 000	2014-15 Budget $' 000	2014-15 Estimated Actual $' 000	2015-16 Budget Estimate $' 000	2016-17 Forward Estimate $' 000	2017-18 Forward Estimate $' 000	2018-19 Forward Estimate $' 000
3,613,213	3,801,586	3,663,741	3,935,635	4,020,929	4,217,970	4,417,189
334,728	330,858	306,376	196,630	224,007	175,184	172,188
1,119	1,146	1,146	1,174	1,203	1,203	1,203
3,949,060	4,133,590	3,971,263	4,133,439	4,246,139	4,394,357	4,590,580
18,697	19,562	8,793	22,061	23,534	24,077	24,608
402,927	424,689	424,779	439,446	424,836	423,836	423,836
306	313	313	320	329	329	329
421,930	444,564	433,885	461,827	448,699	448,242	448,773
35,759	33,932	31,039	34,981	32,462	31,926	31,898
313	313	313	313	313	313	313
36,072	34,245	31,352	35,294	32,775	32,239	32,211
6,953	5,900	5,876	5,844	5,738	5,606	5,486
976	967	967	958	952	952	952
7,929	6,867	6,843	6,802	6,690	6,558	6,438
31,743	32,793	32,615	31,482	32,392	33,318	27,459
616	198	198	150	-	-	-
249	256	256	263	270	270	270
32,608	33,247	33,069	31,895	32,662	33,588	27,729
6,660	6,562	6,542	7,144	25,738	7,290	6,772
200	600	1,400	800	4,000	200	600
116	116	116	116	116	116	116
401	409	409	418	429	429	429
7,377	7,687	8,467	8,478	30,283	8,035	7,917
4,454,976	4,660,200	4,484,879	4,677,735	4,797,248	4,923,019	5,113,648
38,523	44,761	46,067	41,626	41,507	34,412	34,833
-	-	-	-	91,288	-	-
5,325	2,799	2,799	12,473	16,528	17,424	2,485
469	483	483	483	483	483	483
44,317	48,043	49,349	54,582	149,806	52,319	37,801
5,716	5,781	5,781	7,763	5,981	6,081	6,184
5,400	5,400	5,400	5,400	6,000	5,504	5,400
87,576	92,600	95,424	98,112	112,116	120,805	130,167
98,692	103,781	106,605	111,275	124,097	132,390	141,751

Vol	Division		Details
			PART 6 - MINISTER FOR PLANNING; CULTURE AND THE ARTS - continued
1	31		Culture and the Arts
		36	- Net amount appropriated to deliver services
		37	- Art Gallery of Western Australia
		38	- Library Board of Western Australia
		39	- Perth Theatre Trust
		40	- Western Australian Museum
		126	- Capital Appropriation
		127	- Art Gallery of Western Australia
			- Lotteries Commission Act 1990
			- Salaries and Allowances Act 1975
			Total
			TOTAL - PART 6
			PART 7 - MINISTER FOR POLICE; ROAD SAFETY; TRAINING AND WORKFORCE DEVELOPMENT; WOMEN'S INTERESTS
1	32		Western Australia Police
		41	- Net amount appropriated to deliver services
		128	- Capital Appropriation
			- Salaries and Allowances Act 1975
			Total
1	33		Training and Workforce Development
		42	- Net amount appropriated to deliver services
		129	- Capital Appropriation
			- Salaries and Allowances Act 1975
			Total
			TOTAL - PART 7
			PART 8 - MINISTER FOR MENTAL HEALTH; DISABILITY SERVICES; CHILD PROTECTION
1	34		Mental Health Commission
		43	- Net amount appropriated to deliver services
		44	- Office of the Chief Psychiatrist
		45	- Mental Health Tribunal
		46	- Mental Health Advocacy Service
			- Salaries and Allowances Act 1975
			Total
1	35		Disability Services Commission
		47	- Net amount appropriated to deliver services
		130	- Capital Appropriation
			- Salaries and Allowances Act 1975
			Total
1	36		Child Protection and Family Support
		48	- Net amount appropriated to deliver services
		131	- Capital Appropriation
			- Salaries and Allowances Act 1975
			Total
			TOTAL - PART 8

2013-14 Actual $' 000	2014-15 Budget $' 000	2014-15 Estimated Actual $' 000	2015-16 Budget Estimate $' 000	2016-17 Forward Estimate $' 000	2017-18 Forward Estimate $' 000	2018-19 Forward Estimate $' 000
38,319	35,337	36,027	38,988	38,988	37,529	37,782
15,155	8,608	8,604	8,838	8,964	9,135	9,235
32,376	30,369	31,633	28,959	28,106	29,469	30,286
14,278	13,357	13,302	11,557	11,461	12,164	12,267
30,230	23,187	23,449	22,302	22,174	22,019	21,981
8,226	21,300	14,300	33,560	40,300	142,100	140,300
230	230	230	230	230	230	230
14,800	15,456	15,456	16,192	16,965	17,774	18,627
959	989	989	1,019	1,046	1,046	1,046
154,573	148,833	143,990	161,645	168,234	271,466	271,754
297,582	300,657	299,944	327,502	442,137	456,175	451,306
1,176,784	1,249,288	1,219,491	1,266,145	1,320,259	1,348,157	1,374,035
3,553	69,969	35,410	44,632	33,289	30,882	32,873
4,192	4,390	4,390	4,504	4,622	4,742	4,742
1,184,529	1,323,647	1,259,291	1,315,281	1,358,170	1,383,781	1,411,650
470,891	421,120	435,696	383,691	364,537	363,930	364,093
6,588	720	1,474	8,279	12,216	237	-
2,985	2,990	2,990	2,990	2,990	2,990	2,990
480,464	424,830	440,160	394,960	379,743	367,157	367,083
1,664,993	1,748,477	1,699,451	1,710,241	1,737,913	1,750,938	1,778,733
558,800	620,734	598,715	633,106	657,272	675,320	701,047
-	-	-	1	1	1	1
-	-	-	1	1	1	1
-	-	-	1	1	1	1
735	759	759	783	809	809	809
559,535	621,493	599,474	633,892	658,084	676,132	701,859
641,053	691,876	682,407	716,486	757,982	775,046	786,943
1,860	9,100	9,100	1,999	807	772	-
335	345	345	345	345	345	345
643,248	701,321	691,852	718,830	759,134	776,163	787,288
530,459	560,403	556,739	575,209	589,422	603,049	621,620
8,586	6,750	6,750	4,090	3,140	1,150	1,150
432	443	443	455	467	479	479
539,477	567,596	563,932	579,754	593,029	604,678	623,249
1,742,260	1,890,410	1,855,258	1,932,476	2,010,247	2,056,973	2,112,396

Vol	Division		Details
			PART 9 - ATTORNEY GENERAL; MINISTER FOR COMMERCE
2	37		Attorney General
		49	- Net amount appropriated to deliver services
		132	- Capital Appropriation
			- Children's Court of Western Australia Act 1988
			- Criminal Injuries Compensation Act 2003
			- District Court of Western Australia Act 1969
			- Judges' Salaries and Pensions Act 1950
			- Salaries and Allowances Act 1975
			- Solicitor General Act 1969
			- State Administrative Tribunal Act 2004
			- Suitor's Fund Act 1964
			Total
2	38		Corruption and Crime Commission
		50	- Net amount appropriated to deliver services
			- Capital Appropriation
			- Corruption and Crime Commission Act 2003
			Total
2	39		Commissioner for Equal Opportunity
		51	- Net amount appropriated to deliver services
			- Capital Appropriation
			- Salaries and Allowances Act 1975
			Total
2	40		Office of the Director of Public Prosecutions
		52	- Net amount appropriated to deliver services
			- Salaries and Allowances Act 1975
			Total
2	41		Commissioner for Children and Young People
		53	- Net amount appropriated to deliver services
			- Salaries and Allowances Act 1975
			Total
2	42		Office of the Information Commissioner
		54	- Net amount appropriated to deliver services
			- Freedom of Information Act 1992
			Total
2	43		Parliamentary Inspector of the Corruption and Crime Commission
		55	- Net amount appropriated to deliver services
			- Corruption and Crime Commission Act 2003
			Total
2	44		Commerce
		56	- Net amount appropriated to deliver services
			- Amount provided for Administered Grants, Subsidies and Other Transfer Payments
			- Capital Appropriation
			- Salaries and Allowances Act 1975
			Total

2013-14 Actual $' 000	2014-15 Budget $' 000	2014-15 Estimated Actual $' 000	2015-16 Budget Estimate $' 000	2016-17 Forward Estimate $' 000	2017-18 Forward Estimate $' 000	2018-19 Forward Estimate $' 000
250,623	249,542	251,327	246,296	235,255	234,447	235,690
48,140	11,183	13,733	6,272	6,421	6,583	7,138
422	430	430	438	438	438	438
33,800	31,817	31,817	31,817	31,817	31,817	31,817
10,917	11,575	11,925	12,122	12,122	12,122	12,122
10,400	10,975	10,625	10,836	10,836	10,836	10,836
29,032	32,619	32,495	32,841	32,553	32,547	32,542
576	576	576	590	594	594	594
4,993	5,730	5,730	5,872	5,878	5,878	5,878
30	31	31	31	31	31	31
388,933	354,478	358,689	347,115	335,945	335,293	337,086
29,674	33,308	33,161	31,501	30,816	30,739	31,192
514	-	-	-	-	-	-
472	486	486	502	502	502	502
30,660	33,794	33,647	32,003	31,318	31,241	31,694
4,853	3,248	3,248	3,094	3,249	3,605	3,693
86	-	-	-	-	-	-
319	277	277	285	293	293	293
5,258	3,525	3,525	3,379	3,542	3,898	3,986
31,668	31,382	31,279	31,478	31,053	29,963	30,123
3,231	3,341	3,459	3,585	3,715	3,316	3,321
34,899	34,723	34,738	35,063	34,768	33,279	33,444
2,630	2,700	2,700	2,827	2,850	2,921	2,994
261	262	262	255	255	255	255
2,891	2,962	2,962	3,082	3,105	3,176	3,249
1,864	2,039	2,039	2,113	1,929	1,977	2,027
278	278	278	278	278	278	278
2,142	2,317	2,317	2,391	2,207	2,255	2,305
360	369	415	538	547	551	550
167	171	171	175	179	179	179
527	540	586	713	726	730	729
88,558	79,427	70,727	65,387	64,953	65,213	65,442
-	556	206	-	-	-	-
3,000	-	-	-	-	-	-
1,157	1,189	1,189	1,219	1,249	1,280	1,280
92,715	81,172	72,122	66,606	66,202	66,493	66,722

Vol	Division		Details
			PART 9 - ATTORNEY GENERAL; MINISTER FOR COMMERCE - continued
2	45		Registrar, Western Australian Industrial Relations Commission
		57	- Net amount appropriated to deliver services.....
			- Salaries and Allowances Act 1975.....
			Total.....
			TOTAL - PART 9.....
			PART 10 - MINISTER FOR FINANCE; MINES AND PETROLEUM
2	46		Finance
		58	- Net amount appropriated to deliver services.....
		59	- Amount provided for Administered Grants, Subsidies and Other Transfer Payments.....
		133	- Capital Appropriation.....
			- First Home Owner Grant Act 2000.....
			- Salaries and Allowances Act 1975.....
			Total.....
2	47		Mines and Petroleum
		60	- Net amount appropriated to deliver services.....
		61	- Amount provided for Administered Grants, Subsidies and Other Transfer Payments.....
		134	- Capital Appropriation.....
			- Petroleum (Submerged Lands) Act 1982.....
			- Salaries and Allowances Act 1975.....
			Total.....
			TOTAL - PART 10.....
			PART 11 - MINISTER FOR AGRICULTURE AND FOOD; FISHERIES
2	48		Agriculture and Food
		62	- Net amount appropriated to deliver services.....
		63	- Amount provided for Administered Grants, Subsidies and Other Transfer Payments.....
		135	- Capital Appropriation.....
			- Biosecurity and Agriculture Management Act 2007.....
			- Salaries and Allowances Act 1975.....
			Total.....
2	49		Rural Business Development Corporation
		64	- Net amount appropriated to deliver services.....
			Total.....
2	50		Fisheries
		65	- Net amount appropriated to deliver services.....
		136	- Capital Appropriation.....
			- Salaries and Allowances Act 1975.....
			Total.....
			TOTAL - PART 11.....

2013-14 Actual $' 000	2014-15 Budget $' 000	2014-15 Estimated Actual $' 000	2015-16 Budget Estimate $' 000	2016-17 Forward Estimate $' 000	2017-18 Forward Estimate $' 000	2018-19 Forward Estimate $' 000
9,104	9,534	7,731	10,377	10,236	10,269	10,352
2,239	2,311	2,311	2,377	2,441	2,441	2,441
11,343	11,845	10,042	12,754	12,677	12,710	12,793
569,368	525,356	518,628	503,106	490,490	489,075	492,008
183,570	171,241	169,576	209,994	190,959	192,540	186,540
257,352	182,753	182,930	203,208	212,299	227,115	238,962
22,269	41,995	15,353	86,365	36,509	6,169	2,485
114,220	91,975	112,585	88,117	86,940	87,250	87,683
1,625	1,625	1,625	1,625	1,625	1,625	1,625
579,036	489,589	482,069	589,309	528,332	514,699	517,295
74,671	84,549	68,038	82,821	80,262	67,852	67,748
35,899	12,024	30,480	31,260	12,074	12,101	12,130
-	-	-	500	350	350	-
1,689	405	361	124	566	918	336
885	899	899	915	915	915	915
113,144	97,877	99,778	115,620	94,167	82,136	81,129
692,180	587,466	581,847	704,929	622,499	596,835	598,424
144,480	128,101	134,183	120,307	121,784	119,722	117,078
15,000	9,000	9,000	1,600	1,600	1,600	-
5,318	5,596	5,596	4,877	-	-	-
1,204	1,235	1,235	1,235	1,235	1,235	1,235
360	371	371	382	393	393	393
166,362	144,303	150,385	128,401	125,012	122,950	118,706
4,518	223	223	232	233	233	239
4,518	223	223	232	233	233	239
61,057	53,854	53,425	48,818	46,666	47,079	47,240
12,765	2,111	2,111	210	10	10	10
333	333	333	343	352	352	361
74,155	56,298	55,869	49,371	47,028	47,441	47,611
245,035	200,824	206,477	178,004	172,273	170,624	166,556

Vol	Division		Details
			PART 12 - TREASURER; MINISTER FOR ENERGY; CITIZENSHIP AND MULTICULTURAL INTERESTS
2	51		Treasury
		66	- Net amount appropriated to deliver services
		67	- Bunbury Water Corporation
		68	- Busselton Water Corporation
		69	- Electricity Generation and Retail Corporation (Synergy)
		70	- Mid West Ports Authority
		71	- Public Transport Authority
		72	- Regional Power Corporation (Horizon Power)
		73	- Southern Ports Authority
		74	- Water Corporation of Western Australia
		75	- Western Australian Land Authority
		76	- Department of Corrective Services
		77	- Department of the Attorney General
		78	- Goods and Services Tax (GST) Administration Costs
		79	- Health and Disability Services Complaints Office
		80	- Metropolitan Redevelopment Authority
		81	- National Disability Insurance Scheme - Perth Hills Trial Site
		82	- Provision for Unfunded Liabilities in the Government Insurance Fund
		83	- Refund of Past Years Revenue Collections - Public Corporations
		84	- Resolution of Native Title in the South West of Western Australia (Settlement)
		85	- Rottnest Island Authority
		86	- Royalties for Regions
		87	- State Property - Emergency Services Levy
		88	- All Other Grants, Subsidies and Transfer Payments
			Comprising:
			- Acts of Grace
			- ANZAC Day Trust
			- First Home Owners Boost Recoveries
			- HIH Insurance Rescue Package
			- Incidentals
			- Interest on Public Moneys Held in Participating Trust Fund Accounts
			- Shire of Broome
			- Superannuation Reforms - Payments to Government Employees Superannuation Board
			- Town of Cambridge
			- Western Australian Treasury Corporation Management Fees
			- Decommissioning of the Office of Shared Services
			- Provision for Targeted Voluntary Separation Scheme
			- Sustainable Funding and Contracting with the Not-for-Profit Sector
			- WA Health
		137	- Department of Education
		138	- Electricity Networks Corporation (Western Power)
		139	- Kimberley Ports Authority
		140	- Metropolitan Redevelopment Authority
		141	- Mid West Ports Authority
		142	- Pilbara Ports Authority
		143	- Regional Power Corporation (Horizon Power)
		144	- Royalties for Regions
		145	- Southern Ports Authority
		146	- WA Health
		147	- Water Corporation of Western Australia
			- Department of Corrective Services
			- Forest Products Commission
			- Fremantle Port Authority
			- Resolution of Native Title in the South West of Western Australia (Settlement)
			- Western Australian Land Authority
		148	- Perth Children's Hospital Account
		149	- The New Perth Stadium Account

2013-14 Actual $' 000	2014-15 Budget $' 000	2014-15 Estimated Actual $' 000	2015-16 Budget Estimate $' 000	2016-17 Forward Estimate $' 000	2017-18 Forward Estimate $' 000	2018-19 Forward Estimate $' 000
40,521	40,997	47,906	61,013	43,548	41,011	40,768
-	420	479	518	537	556	577
-	444	441	531	545	558	573
593,239	570,600	508,497	408,791	351,722	261,708	200,978
-	-	-	202	-	-	-
712,103	746,998	736,695	787,128	831,714	849,289	926,767
57,282	46,856	38,661	36,923	39,831	29,580	25,328
940	826	826	705	577	441	300
565,924	582,516	577,786	565,960	573,260	581,801	587,984
44,417	35,192	33,874	35,444	33,552	33,740	35,429
-	15,943	10,595	31,676	48,877	33,011	32,107
-	-	-	19,450	16,854	11,632	12,277
77,705	80,200	75,500	77,100	70,600	69,800	70,200
2,498	2,564	2,564	2,637	2,702	2,769	2,839
4,061	13,865	8,961	16,752	6,966	4,348	-
-	9,625	9,625	48,243	-	-	-
1,711	2,336	3,436	2,972	2,621	2,414	2,287
12,815	10,000	90,000	22,200	10,000	10,000	10,000
-	-	-	60,000	77,276	78,230	80,001
6,700	7,094	7,094	11,355	8,600	8,600	5,200
652,278	782,956	782,956	600,177	575,036	529,322	565,157
15,873	16,000	16,000	16,000	16,000	16,000	16,400
8,406	14,471	13,002	8,125	18,755	8,435	8,360
166	5	5	5	5	5	5
300	300	300	300	300	300	300
340	800	600	600	600	600	600
-	2	-	-	-	-	-
355	365	365	370	375	380	385
4,774	4,632	4,965	4,420	5,125	6,310	6,205
-	1,600	-	1,600	-	-	-
1,598	5,957	5,957	-	-	-	-
-	-	-	-	11,500	-	-
873	810	810	830	850	840	865
-	1,000	-	-	-	-	-
-	-	103,095	-	-	-	-
-	9,696	-	-	-	-	-
-	21,819	21,819	-	-	-	-
-	-	-	3,942	11,700	75,600	20,385
74,862	76,925	152,988	81,461	92,044	96,899	97,249
-	10,575	10,575	10,575	-	-	-
33,346	148,074	148,074	63,000	-	-	-
-	-	-	4,500	671	614	679
9,720	12,758	32,390	42,202	24,500	25,001	24,997
10,561	8,618	3,129	8,465	41,247	1,118	1,118
803,647	365,232	365,232	317,429	428,987	370,504	358,739
3,147	1,960	1,960	2,081	2,210	2,346	2,346
20,700	141,954	140,656	53,026	8,189	17,063	71,913
-	109,334	109,334	14,036	-	-	-
58,723	36,991	22,344	-	-	-	-
4,700	-	-	-	-	-	-
29,869	-	-	-	-	-	-
-	-	-	-	8,352	8,561	2,428
-	-	9,120	-	30,000	-	10,000
182,000	349,500	349,500	44,000	-	-	-
15,000	145,000	145,000	240,000	365,000	95,000	-

Vol	Division		Details
			PART 12 - TREASURER; MINISTER FOR ENERGY; CITIZENSHIP AND MULTICULTURAL INTERESTS - continued
			- Fiona Stanley Hospital Construction Account.....
			- Western Australian Future Fund.....
			- Gold Corporation Act 1987.....
			- Judges' Salaries and Pensions Act 1950.....
			Comprising:
			- Benefit Payments.....
			- Administration Expenses.....
			- Parliamentary Superannuation Act 1970.....
			Comprising:
			- Benefit Payments.....
			- Administration Expenses.....
			- State Superannuation Act 2000.....
			Comprising:
			- Pension Scheme.....
			Comprising:
			- Benefit Payments.....
			- Administration Expenses.....
			- Gold State Super.....
			Comprising:
			- Benefit Payments.....
			- Administration Expenses.....
			- Government Services.....
			- West State Super.....
			- Tobacco Products Control Act 2006.....
			- Unclaimed Money Act 1990.....
			- Unclaimed Money (Superannuation and RSA Providers) Act 2003.....
			- Western Australian Treasury Corporation Act 1986 - Interest.....
			- Loans (Co-operative Companies) Act 2004.....
			- Salaries and Allowances Act 1975.....
			Total.....
2	52		Economic Regulation Authority
		89	- Net amount appropriated to deliver services.....
			Total.....
2	53		Office of the Auditor General
		90	- Net amount appropriated to deliver services.....
		150	- Capital Appropriation.....
			- Salaries and Allowances Act 1975.....
			Total.....
			TOTAL - PART 12.....
			PART 13 - MINISTER FOR LOCAL GOVERNMENT; COMMUNITY SERVICES; SENIORS AND VOLUNTEERING; YOUTH
2	54		Local Government and Communities
		91	- Net amount appropriated to deliver services.....
			- Amount provided for Administered Grants, Subsidies and Other Transfer Payments.....
		92	- Contribution to the Western Australian Family Foundation Trust Account.....
		151	- Capital Appropriation.....
			- Salaries and Allowances Act 1975.....
			Total.....
			TOTAL - PART 13.....

2013-14 Actual $' 000	2014-15 Budget $' 000	2014-15 Estimated Actual $' 000	2015-16 Budget Estimate $' 000	2016-17 Forward Estimate $' 000	2017-18 Forward Estimate $' 000	2018-19 Forward Estimate $' 000
15,000	10,000	10,000	-	-	-	-
-	-	-	-	40,200	45,100	49,100
2	3	2	2	2	2	2
13,411	15,474	14,633	16,044	17,466	18,943	20,480
13,229	15,278	14,437	15,799	17,215	18,687	20,218
182	196	196	245	251	256	262
8,345	8,708	9,468	9,107	13,878	10,684	11,074
8,131	8,478	9,118	8,819	13,584	10,383	10,766
214	230	350	288	294	301	308
694,486	651,406	729,485	651,164	642,253	636,841	630,378
212,771	206,747	209,616	201,989	194,191	186,236	178,043
211,037	204,314	207,183	199,729	191,906	183,892	175,636
1,734	2,433	2,433	2,260	2,285	2,344	2,407
421,818	384,941	460,151	389,648	388,741	391,501	393,465
412,489	379,060	454,060	383,893	382,912	385,518	387,317
9,243	5,777	5,777	5,365	5,425	5,565	5,716
86	104	314	390	404	418	432
59,897	59,718	59,718	59,527	59,321	59,104	58,870
21,783	22,118	22,118	22,492	23,037	23,614	24,204
1,325	1,200	1,200	1,200	1,200	1,200	1,200
-	-	-	220	-	-	-
404,825	448,000	440,000	492,000	565,000	643,000	693,000
3,925	-	7,200	-	-	-	-
1,358	1,358	1,358	1,358	1,358	1,358	1,358
5,207,208	5,577,606	5,815,578	4,892,206	5,046,867	4,646,693	4,644,182
5,289	2,486	3,967	2,438	2,254	2,208	2,153
5,289	2,486	3,967	2,438	2,254	2,208	2,153
6,096	6,212	6,188	6,310	6,134	6,065	5,988
300	300	300	300	250	300	300
694	714	714	734	753	753	753
7,090	7,226	7,202	7,344	7,137	7,118	7,041
5,219,587	5,587,318	5,826,747	4,901,988	5,056,258	4,656,019	4,653,376
130,693	122,810	80,524	92,724	99,536	102,491	105,852
1,520	-	-	-	-	-	-
250	250	250	250	250	250	250
615	-	-	870	832	769	721
328	337	337	348	358	358	358
133,406	123,397	81,111	94,192	100,976	103,868	107,181
133,406	123,397	81,111	94,192	100,976	103,868	107,181

Vol	Division		Details
			PART 14 - MINISTER FOR ENVIRONMENT; HERITAGE
2	55		Parks and Wildlife
		93	- Net amount appropriated to deliver services.....
		152	- Capital Appropriation.....
			- Salaries and Allowances Act 1975.....
			Total.....
2	56		Environment Regulation
		94	- Net amount appropriated to deliver services.....
		153	- Capital Appropriation.....
			- Salaries and Allowances Act 1975.....
			Total.....
2	57		Botanic Gardens and Parks Authority
		95	- Net amount appropriated to deliver services.....
			- Salaries and Allowances Act 1975.....
			Total.....
2	58		Office of the Environmental Protection Authority
		96	- Net amount appropriated to deliver services.....
		154	- Capital Appropriation.....
			Total.....
2	59		Zoological Parks Authority
		97	- Net amount appropriated to deliver services.....
		155	- Capital Appropriation.....
			- Salaries and Allowances Act 1975.....
			Total.....
2	60		Heritage Council of Western Australia
		98	- Net amount appropriated to deliver services.....
		156	- Capital Appropriation.....
			Total.....
2	61		State Heritage Office
		99	- Net amount appropriated to deliver services.....
			- Capital Appropriation.....
			Total.....
2	62		National Trust of Australia (WA)
		100	- Net amount appropriated to deliver services.....
		157	- Capital Appropriation.....
			Total.....
			TOTAL - PART 14.....

2013-14 Actual $' 000	2014-15 Budget $' 000	2014-15 Estimated Actual $' 000	2015-16 Budget Estimate $' 000	2016-17 Forward Estimate $' 000	2017-18 Forward Estimate $' 000	2018-19 Forward Estimate $' 000
224,827	211,401	216,639	209,136	211,798	212,511	214,332
5,614	704	704	932	1,386	2,249	3,617
523	540	540	558	573	588	604
230,964	212,645	217,883	210,626	213,757	215,348	218,553
5,158	2,453	2,453	2,517	2,540	2,540	2,540
855	865	865	875	885	885	885
-	281	281	290	298	298	298
6,013	3,599	3,599	3,682	3,723	3,723	3,723
14,252	14,102	14,071	14,389	14,158	14,203	14,257
237	244	244	252	260	260	267
14,489	14,346	14,315	14,641	14,418	14,463	14,524
14,533	14,725	14,996	14,150	14,037	14,126	14,330
-	59	59	194	106	180	68
14,533	14,784	15,055	14,344	14,143	14,306	14,398
11,013	11,026	11,000	11,385	11,153	11,232	11,214
1,470	735	735	735	735	735	735
237	246	246	254	261	261	261
12,720	12,007	11,981	12,374	12,149	12,228	12,210
1,853	1,430	1,430	1,461	1,452	1,458	1,460
-	1,750	1,000	1,000	-	-	-
1,853	3,180	2,430	2,461	1,452	1,458	1,460
6,442	8,960	9,549	8,632	7,696	7,789	8,005
11	-	-	-	-	-	-
6,453	8,960	9,549	8,632	7,696	7,789	8,005
2,801	2,878	2,878	3,216	3,246	3,310	3,376
435	435	435	435	435	435	435
3,236	3,313	3,313	3,651	3,681	3,745	3,811
290,261	272,834	278,125	270,411	271,019	273,060	276,684

Vol	Division		Details
			PART 15 - MINISTER FOR EMERGENCY SERVICES; CORRECTIVE SERVICES; SMALL BUSINESS; VETERANS
2	63		Fire and Emergency Services
		101	- Net amount appropriated to deliver services.....
		158	- Capital Appropriation.....
			- Salaries and Allowances Act 1975.....
			Total.....
2	64		State Emergency Management Committee Secretariat
		102	- Net amount appropriated to deliver services.....
			Total.....
2	65		Corrective Services
		103	- Net amount appropriated to deliver services.....
		159	- Capital Appropriation.....
			- Salaries and Allowances Act 1975.....
			Total.....
2	66		Office of the Inspector of Custodial Services
		104	- Net amount appropriated to deliver services.....
			- Salaries and Allowances Act 1975.....
			Total.....
2	67		Small Business Development Corporation
		105	- Net amount appropriated to deliver services.....
		160	- Capital Appropriation.....
			- Salaries and Allowances Act 1975.....
			Total.....
			TOTAL - PART 15.....
			PART 16 - MINISTER FOR WATER; SPORT AND RECREATION; FORESTRY
2	68		Water
		106	- Net amount appropriated to deliver services.....
			- Amount provided for Administered Grants, Subsidies and Other Transfer Payments.....
		161	- Capital Appropriation.....
			- Salaries and Allowances Act 1975.....
			Total.....
2	69		Sport and Recreation
		107	- Net amount appropriated to deliver services.....
		108	- Contribution to Community Sporting and Recreation Facilities Fund.....
		109	- Amount provided for Administered Grants, Subsidies and Other Transfer Payments.....
			- Capital Appropriation.....
			- Lotteries Commission Act 1990.....
			- Salaries and Allowances Act 1975.....
			Total.....
2	70		Western Australian Sports Centre Trust
		110	- Net amount appropriated to deliver services.....
		162	- Capital Appropriation.....
			Total.....
			TOTAL - PART 16.....

2013-14 Actual $' 000	2014-15 Budget $' 000	2014-15 Estimated Actual $' 000	2015-16 Budget Estimate $' 000	2016-17 Forward Estimate $' 000	2017-18 Forward Estimate $' 000	2018-19 Forward Estimate $' 000
49,721	30,920	33,170	15,251	15,197	15,562	15,796
24,980	-	-	161	-	1,500	-
967	991	991	1,016	1,041	1,041	1,041
75,668	31,911	34,161	16,428	16,238	18,103	16,837
3,911	4,872	4,872	4,970	4,968	5,074	5,199
3,911	4,872	4,872	4,970	4,968	5,074	5,199
780,263	790,661	814,983	807,193	860,735	857,023	870,539
6,173	3,121	6,707	18,674	9,244	6,020	6,246
950	981	981	1,013	1,041	1,063	1,063
787,386	794,763	822,671	826,880	871,020	864,106	877,848
3,243	3,180	3,180	3,323	3,337	3,422	3,506
247	247	247	247	247	247	247
3,490	3,427	3,427	3,570	3,584	3,669	3,753
11,402	11,544	12,780	11,751	12,129	12,357	12,589
60	60	60	60	60	60	60
243	247	247	254	260	260	260
11,705	11,851	13,087	12,065	12,449	12,677	12,909
882,160	846,824	878,218	863,913	908,259	903,629	916,546
78,224	72,956	71,252	72,071	70,262	69,608	70,695
56	-	-	-	-	-	-
8,739	6,810	6,447	8,867	6,568	3,443	4,783
272	280	280	288	288	288	288
87,291	80,046	77,979	81,226	77,118	73,339	75,766
36,310	40,290	40,054	44,008	36,472	29,737	32,751
12,750	29,349	9,498	20,000	20,000	17,270	9,060
700	758	758	786	814	839	860
41,506	12,826	12,826	-	-	-	-
14,800	15,456	15,456	16,192	16,965	17,774	18,627
302	309	309	317	325	325	325
106,368	98,988	78,901	81,303	74,576	65,945	61,623
38,059	47,880	48,216	41,490	43,162	43,537	43,661
12,370	5,044	5,044	5,472	1,167	957	957
50,429	52,924	53,260	46,962	44,329	44,494	44,618
244,088	231,958	210,140	209,491	196,023	183,778	182,007

Vol	Division		Details
			PART 17 - MINISTER FOR TRANSPORT
2	71		Transport
		111	- Net amount appropriated to deliver services
		112	- Western Australian Coastal Shipping Commission
		163	- Capital Appropriation
			- Salaries and Allowances Act 1975
			Total
2	72		Commissioner of Main Roads
		113	- Net amount appropriated to deliver services
		164	- Capital Appropriation
			- Road Traffic Act 1974
			- Salaries and Allowances Act 1975
			- Road Traffic Act 1974
			Total
2	73		Public Transport Authority of Western Australia
			- Salaries and Allowances Act 1975
		165	- Capital Appropriation
			Total
			TOTAL - PART 17
			PART 18 - MINISTER FOR HOUSING; RACING AND GAMING
2	74		Housing Authority
		114	- Net amount appropriated to deliver services
		166	- Capital Appropriation
			Total
2	75		Racing, Gaming and Liquor
		115	- Net amount appropriated to deliver services
		116	- Amount provided for Administered Grants, Subsidies and Other Transfer Payments
			- Capital Appropriation
			- Liquor Control Act 1988
			- Salaries and Allowances Act 1975
			Total
			TOTAL - PART 18
			GRAND TOTAL
			Total Appropriation Bill No.1 - Recurrent Services
			Total Appropriation Bill No.2 - Capital Purposes
			Authorised by Other Statutes
			- Recurrent Services
			- Capital Purposes
			- Financing
			Total Authorised by Other Statutes
			GRAND TOTAL

2013-14 Actual $' 000	2014-15 Budget $' 000	2014-15 Estimated Actual $' 000	2015-16 Budget Estimate $' 000	2016-17 Forward Estimate $' 000	2017-18 Forward Estimate $' 000	2018-19 Forward Estimate $' 000
56,575	51,364	47,078	37,719	46,187	40,203	41,887
90	95	95	100	100	100	100
38,164	24,819	25,767	9,754	12,916	12,261	17,899
1,133	1,173	1,173	1,215	1,257	1,257	1,257
95,962	77,451	74,113	48,788	60,460	53,821	61,143
257,357	241,972	216,322	293,090	313,881	332,422	340,831
307,911	127,667	127,667	172,661	160,675	232,665	581,674
558,539	620,633	613,856	589,209	639,892	710,949	799,841
379	390	390	402	425	425	425
135,681	173,368	182,745	252,753	247,453	222,994	185,169
1,259,867	1,164,030	1,140,980	1,308,115	1,362,326	1,499,455	1,907,940
348	359	359	359	359	359	359
96,701	94,405	94,405	139,661	144,466	155,264	204,811
97,049	94,764	94,764	140,020	144,825	155,623	205,170
1,452,878	1,336,245	1,309,857	1,496,923	1,567,611	1,708,899	2,174,253
25,377	72,947	74,583	92,462	67,944	19,031	16,943
113,183	3,360	3,360	64,370	-	-	-
138,560	76,307	77,943	156,832	67,944	19,031	16,943
5,458	5,064	5,053	5,256	5,192	5,108	5,122
112,934	107,432	90,377	70,852	72,670	67,788	68,454
2,155	-	-	-	-	-	-
1,604	3,000	3,000	750	250	-	-
292	298	298	306	306	306	306
122,443	115,794	98,728	77,164	78,418	73,202	73,882
261,003	192,101	176,671	233,996	146,362	92,233	90,825
23,261,461	23,958,057	23,852,504	23,636,151	24,050,294	23,969,056	25,088,773
18,174,252	19,020,283	18,835,188	19,143,613	19,449,671	19,498,763	20,247,493
2,724,777	2,484,968	2,457,113	1,934,909	1,901,336	1,639,570	1,894,293
2,222,826	2,279,438	2,370,258	2,304,876	2,451,834	2,607,729	2,761,818
135,681	173,368	182,745	252,753	247,453	222,994	185,169
3,925	-	7,200	-	-	-	-
2,362,432	2,452,806	2,560,203	2,557,629	2,699,287	2,830,723	2,946,987
23,261,461	23,958,057	23,852,504	23,636,151	24,050,294	23,969,056	25,088,773

CHAPTER 2

NET APPROPRIATION DETERMINATIONS

NET APPROPRIATION DETERMINATIONS [a]

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
PART 1 - PARLIAMENT							
Legislative Council	135	130	130	130	130	130	130
Legislative Assembly	229	115	115	115	115	115	115
Parliamentary Services	846	565	565	565	565	565	565
Parliamentary Commissioner for Administrative Investigations	2,838	2,831	2,607	2,260	2,260	2,260	2,260
TOTAL - PART 1	**4,048**	**3,641**	**3,417**	**3,070**	**3,070**	**3,070**	**3,070**
PART 2 - PREMIER; MINISTER FOR STATE DEVELOPMENT; SCIENCE							
Premier and Cabinet	13,102	11,738	11,938	12,935	12,443	11,625	11,626
Public Sector Commission	2,107	2,336	1,454	1,038	950	947	947
Governor's Establishment	174	178	178	178	178	178	178
Salaries and Allowances Tribunal	25	57	57	57	57	57	57
State Development	24,113	12,762	12,908	1,516	1,600	1,600	1,600
TOTAL - PART 2	**39,521**	**27,071**	**26,535**	**15,724**	**15,228**	**14,407**	**14,408**
PART 3 - DEPUTY PREMIER; MINISTER FOR HEALTH; TOURISM							
WA Health	626,155	471,140	468,587	399,249	404,041	394,273	368,974
TOTAL - PART 3	**626,155**	**471,140**	**468,587**	**399,249**	**404,041**	**394,273**	**368,974**
PART 4 - MINISTER FOR REGIONAL DEVELOPMENT; LANDS; MINISTER ASSISTING THE MINISTER FOR STATE DEVELOPMENT							
Regional Development	21,115	15,149	17,586	15,153	14,748	13,604	13,927
Lands	9,848	6,163	3,884	3,767	3,816	3,816	3,816
TOTAL - PART 4	**30,963**	**21,312**	**21,470**	**18,920**	**18,564**	**17,420**	**17,743**
PART 5 - MINISTER FOR EDUCATION; ABORIGINAL AFFAIRS; ELECTORAL AFFAIRS							
Education	902,839	883,727	924,219	943,004	952,953	991,649	999,276
Education Services	14,685	16,242	15,150	16,881	17,185	17,441	18,104
Aboriginal Affairs	2,816	3,543	3,543	1,844	1,574	1,603	1,075
Western Australian Electoral Commission	4,912	995	995	2,500	170	2,500	995
TOTAL - PART 5	**925,252**	**904,507**	**943,907**	**964,229**	**971,882**	**1,013,193**	**1,019,450**
PART 6 - MINISTER FOR PLANNING; CULTURE AND THE ARTS							
Planning	28,888	49,748	49,707	53,488	53,426	54,063	54,350
Culture and the Arts	12,051	16,437	12,224	12,456	13,831	24,177	23,428
TOTAL - PART 6	**40,939**	**66,185**	**61,931**	**65,944**	**67,257**	**78,240**	**77,778**

NET APPROPRIATION DETERMINATIONS [(a)]

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
PART 7 - MINISTER FOR POLICE; ROAD SAFETY; TRAINING AND WORKFORCE DEVELOPMENT; WOMEN'S INTERESTS							
Western Australia Police	84,565	88,703	89,997	90,379	87,959	86,287	86,287
Training and Workforce Development	256,172	278,735	280,631	275,374	294,989	249,509	254,954
TOTAL - PART 7	**340,737**	**367,438**	**370,628**	**365,753**	**382,948**	**335,796**	**341,241**
PART 8 - MINISTER FOR MENTAL HEALTH; DISABILITY SERVICES; CHILD PROTECTION							
Mental Health Commission	23,283	6,377	8,423	8,855	706	-	-
Child Protection and Family Support	75,889	68,227	73,257	75,498	71,335	57,169	57,586
TOTAL - PART 8	**99,172**	**74,604**	**81,680**	**84,353**	**72,041**	**57,169**	**57,586**
PART 9 - ATTORNEY GENERAL; MINISTER FOR COMMERCE							
Attorney General	160,833	158,094	161,711	170,378	170,562	171,650	173,017
Commissioner for Equal Opportunity	362	484	484	489	489	489	489
Office of the Director of Public Prosecutions	5,176	4,279	4,279	4,279	4,279	4,284	4,284
Commissioner for Children and Young People	185	130	130	130	130	130	130
Office of the Information Commissioner	61	52	52	52	52	52	52
Commerce	74,344	85,662	79,602	88,877	89,734	91,947	93,880
Registrar, Western Australian Industrial Relations Commission	1,144	583	583	583	583	583	583
TOTAL - PART 9	**242,105**	**249,284**	**246,841**	**264,788**	**265,829**	**269,135**	**272,435**
PART 10 - MINISTER FOR FINANCE; MINES AND PETROLEUM							
Finance	1,445,519	1,405,581	1,399,989	1,142,377	1,036,781	953,308	958,135
Mines and Petroleum	32,220	39,536	40,536	45,394	45,391	44,477	44,457
TOTAL - PART 10	**1,477,739**	**1,445,117**	**1,440,525**	**1,187,771**	**1,082,172**	**997,785**	**1,002,592**
PART 11 - MINISTER FOR AGRICULTURE AND FOOD; FISHERIES							
Agriculture and Food	64,819	67,896	61,366	58,602	59,844	60,179	46,021
Fisheries	10,907	12,899	10,705	10,154	9,729	9,132	9,132
TOTAL - PART 11	**75,726**	**80,795**	**72,071**	**68,756**	**69,573**	**69,311**	**55,153**
PART 12 - TREASURER; MINISTER FOR ENERGY; CITIZENSHIP AND MULTICULTURAL INTERESTS							
Treasury	143,660	412,278	45,648	252,128	300,513	200,070	411,249
Economic Regulation Authority	5,746	8,950	7,828	9,629	9,076	9,304	9,355
Office of the Auditor General	18,631	17,779	17,779	18,183	18,924	19,352	19,352
TOTAL - PART 12	**168,037**	**439,007**	**71,255**	**279,940**	**328,513**	**228,726**	**439,956**

NET APPROPRIATION DETERMINATIONS [(a)]

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
PART 13 - MINISTER FOR LOCAL GOVERNMENT; COMMUNITY SERVICES; SENIORS AND VOLUNTEERING; YOUTH							
Local Government and Communities	9,533	6,553	8,606	6,748	6,396	6,396	6,396
TOTAL - PART 13	**9,533**	**6,553**	**8,606**	**6,748**	**6,396**	**6,396**	**6,396**
PART 14 - MINISTER FOR ENVIRONMENT; HERITAGE							
Parks and Wildlife	112,375	99,512	93,512	92,384	92,850	89,540	89,652
Environment Regulation	76,294	92,605	93,228	138,278	139,717	143,647	144,613
Office of the Environmental Protection Authority	362	370	370	718	580	560	200
State Heritage Office	443	256	256	4,816	4,931	5,047	5,166
TOTAL - PART 14	**189,474**	**192,743**	**187,366**	**236,196**	**238,078**	**238,794**	**239,631**
PART 15 - MINISTER FOR EMERGENCY SERVICES; CORRECTIVE SERVICES; SMALL BUSINESS; VETERANS							
State Emergency Management Committee Secretariat	3,321	3,132	4,698	3,132	3,132	3,132	3,132
Corrective Services	74,828	60,116	60,516	60,959	60,694	60,694	60,694
Office of the Inspector of Custodial Services	166	47	47	47	47	47	47
TOTAL - PART 15	**78,315**	**63,295**	**65,261**	**64,138**	**63,873**	**63,873**	**63,873**
PART 16 - MINISTER FOR WATER; SPORT AND RECREATION; FORESTRY							
Water	11,509	12,457	10,519	10,017	9,142	9,484	9,630
Sport and Recreation	20,310	12,450	12,392	11,264	11,430	11,473	11,494
TOTAL - PART 16	**31,819**	**24,907**	**22,911**	**21,281**	**20,572**	**20,957**	**21,124**
PART 17 - MINISTER FOR TRANSPORT							
Transport	326,131	311,409	342,827	362,889	365,238	371,499	377,971
TOTAL - PART 17	**326,131**	**311,409**	**342,827**	**362,889**	**365,238**	**371,499**	**377,971**
PART 18 - MINISTER FOR HOUSING; RACING AND GAMING							
Racing, Gaming and Liquor	11,053	9,862	9,862	9,862	9,887	9,887	9,887
TOTAL - PART 18	**11,053**	**9,862**	**9,862**	**9,862**	**9,887**	**9,887**	**9,887**
GRAND TOTAL	**4,716,719**	**4,758,870**	**4,445,680**	**4,419,611**	**4,385,162**	**4,189,931**	**4,389,268**

(a) For detailed Net Appropriation Determinations, please refer to individual Agency Budget Statements in Chapter 3: *Agency Information in Support of the Estimates*.

CHAPTER 3

AGENCY INFORMATION IN SUPPORT OF THE ESTIMATES

Part 1 - 8

Further information pertaining to the 2015-16 Budget Statements can be found in the associated Reader's Guide to the Budget Statements which can be accessed at the Western Australian State Budget website: http://ourstatebudget.wa.gov.au.

Part 1
Parliament

Summary of Portfolio Appropriations

Page	Agency	2014-15 Budget $'000	2014-15 Estimated Actual '000	2015-16 Budget Estimate '000
39	Legislative Council			
	– Delivery of Services	16,826	16,979	17,843
	Total	16,826	16,979	17,843
45	Legislative Assembly			
	– Delivery of Services	23,717	24,169	24,946
	Total	23,717	24,169	24,946
50	Parliamentary Services			
	– Delivery of Services	15,903	15,903	16,579
	– Capital Appropriation	1,000	1,000	1,000
	Total	16,903	16,903	17,579
56	Parliamentary Commissioner for Administrative Investigations			
	– Delivery of Services	8,218	8,204	8,798
	Total	8,218	8,204	8,798
	GRAND TOTAL			
	– Delivery of Services	64,664	65,255	68,166
	– Capital Appropriation	1,000	1,000	1,000
	Total	**65,664**	**66,255**	**69,166**

Division 1 Parliament

Part 1 Parliament

Appropriations, Expenses and Cash Assets

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
DELIVERY OF SERVICES							
Legislative Council							
Item 1 Net amount appropriated to deliver services	5,161	5,308	5,308	**5,879**	5,786	5,831	5,978
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	11,237	11,518	11,671	**11,964**	12,601	12,571	12,886
Total appropriations provided to deliver services	16,398	16,826	16,979	**17,843**	18,387	18,402	18,864
Legislative Assembly							
Item 2 Net amount appropriated to deliver services	5,219	5,406	5,406	**5,758**	5,829	6,073	6,212
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	17,864	18,311	18,763	**19,188**	19,991	20,158	20,661
Total appropriations provided to deliver services	23,083	23,717	24,169	**24,946**	25,820	26,231	26,873
Parliamentary Services							
Item 3 Net amount appropriated to deliver services	15,469	15,903	15,903	**16,579**	16,550	16,832	17,081
Total appropriations provided to deliver services	15,469	15,903	15,903	**16,579**	16,550	16,832	17,081
CAPITAL							
Parliamentary Services							
Item 117 Capital Appropriation	1,000	1,000	1,000	**1,000**	1,000	1,000	1,000
Total Capital Appropriation	1,000	1,000	1,000	**1,000**	1,000	1,000	1,000
GRAND TOTAL	55,950	57,446	58,051	**60,368**	61,757	62,465	63,818

Division 1 Legislative Council

Part 1 Parliament

Appropriations, Expenses and Cash Assets

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
DELIVERY OF SERVICES							
Item 1 Net amount appropriated to deliver services	5,161	5,308	5,308	**5,879**	5,786	5,831	5,978
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	11,237	11,518	11,671	**11,964**	12,601	12,571	12,886
Total appropriations provided to deliver services	16,398	16,826	16,979	**17,843**	18,387	18,402	18,864
TOTAL APPROPRIATIONS	16,398	16,826	16,979	**17,843**	18,387	18,402	18,864
EXPENSES							
Total Cost of Services	17,226	17,556	18,035	**18,825**	19,394	19,435	19,924
Net Cost of Services (a)	17,224	17,556	18,035	**18,825**	19,394	19,435	19,924
CASH ASSETS (b)	617	579	639	**491**	498	504	510

(a) Represents Total Cost of Services (expenses) less retained revenues applied to the agency's services. Reconciliation to the 'Total appropriations provided to deliver services' includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2014-15 Budget to Parliament on 8 May 2014, are outlined below:

	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
2015-16 Streamlined Budget Process Incentive Funding	-	110	-	-	-
Commonwealth Parliamentary Association Grant	-	-	-	(100)	(101)
Salaries and Allowances Tribunal Determination	153	97	52	365	680
Statutory Review of the Office of the Auditor General	-	250	-	-	-

Significant Issues Impacting the Agency

- During 2015-16 and pursuant to section 48 of the *Auditor General Act 2006* (the Act), the Joint Standing Committee on Audit will continue a performance review of the Auditor General and the Office of the Auditor General, with a subsequent legislative review of the Act.

Outcomes, Services and Key Performance Information

The Department is not part of the State Public Service or a government agency.

The Department services the needs of Members of Parliament, irrespective of their political affiliation, through two specific roles that are undertaken to meet its single desired outcome.

Desired Outcome	Services
The Legislative Council Members' requirements are met.	1. Support the Chamber Operations of the Legislative Council 2. Support the Committees of the Legislative Council

Service Summary

Expense	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
1. Support the Chamber Operations of the Legislative Council	1,551	1,804	1,726	1,736	1,825	1,870	1,918
2. Support the Committees of the Legislative Council	3,344	3,437	3,614	4,046	3,864	3,961	4,060
3. Other Services [(a)]	1,102	787	1,024	1,079	1,104	1,033	1,060
4. Salaries and Allowances Act 1975	11,237	11,528	11,671	11,964	12,601	12,571	12,886
Total Cost of Services	17,226	17,556	18,035	18,825	19,394	19,435	19,924

(a) Other Services comprises of cost of services provided free of charge by the Parliamentary Services Department and Commonwealth Parliamentary Association (CPA) Grant expenses.

Outcomes and Key Effectiveness Indicators [(a)]

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
Outcome: The Legislative Council Members' requirements are met:					
Average Member rating for procedural advice – House [(b)]	89%	85%	85%	85%	
Average Member rating for procedural advice – Committees [(b)]	88%	85%	85%	85%	
Average Member rating for administrative support [(b)]	86%	85%	85%	85%	
Proportion of Parliamentary documents produced and delivered within agreed timeframes established by the House [(c)]	100%	100%	100%	100%	

(a) Further detail in support of the key effectiveness indicators is provided in the agency's Annual Report.
(b) The measures for Member rating of service performance represent the minimum threshold considered appropriate by the Department.
(c) The measure for timeliness of delivery of the Parliament documents has been set at 100% as this is considered critical to the operation of the Chamber, and is considered to be achievable in the absence of extraordinary circumstances.

Services and Key Efficiency Indicators

1. Support the Chamber Operations of the Legislative Council [(a)]

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	1,551	1,804	1,726	1,736	
Less Income	2	-	-	-	
Net Cost of Service	1,549	1,804	1,726	1,736	
Employees (Full Time Equivalents)	11	11	11	11	
Efficiency Indicators					
Average Cost per Legislative Council Member per Sitting [(b)]	$695	$835	$813	$790	

(a) This table excludes amounts provided under the *Salaries and Allowances Act 1975*, costs of services provided free of charge by the Parliamentary Services Department and CPA Grant expense.
(b) The number of sitting days varies from year to year. In 2013-14, the Legislative Council sat for 62 days. The 2014-15 Budget estimated 60 sitting days, which has been revised to 59 for the Estimated Actual result. In 2015-16, the House is expected to sit for 61 days. There are 36 Members of the Legislative Council.

2. Support the Committees of the Legislative Council [(a)]

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	3,344	3,437	3,614	4,046	
Less Income	-	-	-	-	
Net Cost of Service	3,344	3,437	3,614	4,046	
Employees (Full Time Equivalents)	20	20	20	20	
Efficiency Indicators					
Average Cost of Providing Procedural and Administrative Support to Each Committee [(b)]	$418,000	$429,680	$451,735	$505,768	

(a) This table excludes amounts provided under the *Salaries and Allowances Act 1975*, costs of services provided free of charge by the Parliamentary Services Department and CPA Grant expense.
(b) Costs have been calculated on eight committees. It is acknowledged that the House establishes the number of committees and the Legislative Council incurs significant fixed costs, irrespective of the number of committees.

Financial Statements

INCOME STATEMENT [a]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
COST OF SERVICES							
Expenses							
Employee benefits [b]	14,661	15,008	15,261	15,643	16,482	16,529	16,975
Grants and subsidies [c]	115	67	67	97	97	-	-
Supplies and services	928	1,084	1,058	1,377	1,056	1,092	1,098
Accommodation	592	584	622	646	672	699	717
Depreciation and amortisation	1	-	-	-	-	-	-
Other expenses	929	813	1,027	1,062	1,087	1,115	1,134
TOTAL COST OF SERVICES	17,226	17,556	18,035	18,825	19,394	19,435	19,924
Income							
Other revenue	2	-	-	-	-	-	-
Total Income	2	-	-	-	-	-	-
NET COST OF SERVICES	17,224	17,556	18,035	18,825	19,394	19,435	19,924
INCOME FROM STATE GOVERNMENT							
Service appropriations	16,398	16,826	16,979	17,843	18,387	18,402	18,864
Resources received free of charge	861	720	957	982	1,007	1,033	1,060
TOTAL INCOME FROM STATE GOVERNMENT	17,259	17,546	17,936	18,825	19,394	19,435	19,924
SURPLUS/(DEFICIENCY) FOR THE PERIOD	35	(10)	(99)	-	-	-	-

(a) Full audited financial statements are published in the agency's Annual Report.
(b) The Full Time Equivalents for 2013-14 Actual, 2014-15 Estimated Actual and 2015-16 Budget Estimate are 31, 31 and 31 respectively. In some cases the figures for 2013-14 and 2014-15 may differ from previously published figures due to changes in calculation methodology.
(c) Refer to the Details of Controlled Grants and Subsidies table below for further information.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Commonwealth Parliamentary Association Grant	115	67	67	97	97	-	-
TOTAL	115	67	67	97	97	-	-

STATEMENT OF FINANCIAL POSITION [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CURRENT ASSETS							
Cash assets	493	443	497	491	480	468	456
Receivables	46	14	46	46	46	46	46
Other	157	72	58	58	58	58	58
Total current assets	696	529	601	595	584	572	560
NON-CURRENT ASSETS							
Holding account receivables	168	168	168	168	168	168	168
Property, plant and equipment	-	(1)	-	-	-	-	-
Restricted cash	124	136	142	-	18	36	54
Other	80	76	80	80	80	80	80
Total non-current assets	372	379	390	248	266	284	302
TOTAL ASSETS	1,068	908	991	843	850	856	862
CURRENT LIABILITIES							
Employee provisions	707	735	707	707	707	707	707
Payables	106	103	106	85	70	55	55
Other	116	131	137	9	30	51	57
Total current liabilities	929	969	950	801	807	813	819
NON-CURRENT LIABILITIES							
Employee provisions	129	124	129	129	129	129	129
Other	1	3	2	3	4	4	4
Total non-current liabilities	130	127	131	132	133	133	133
TOTAL LIABILITIES	1,059	1,096	1,081	933	940	946	952
EQUITY							
Accumulated surplus/(deficit)	(26)	(223)	(125)	(125)	(125)	(125)	(125)
Reserves	35	35	35	35	35	35	35
Total equity	9	(188)	(90)	(90)	(90)	(90)	(90)
TOTAL LIABILITIES AND EQUITY	1,068	908	991	843	850	856	862

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

STATEMENT OF CASHFLOWS [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	16,396	16,826	16,979	17,843	18,387	18,402	18,864
Net cash provided by State Government	16,396	16,826	16,979	17,843	18,387	18,402	18,864
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(14,662)	(15,001)	(15,231)	(15,790)	(16,473)	(16,486)	(16,922)
Grants and subsidies	(115)	(67)	(67)	(97)	(97)	-	-
Supplies and services	(955)	(1,084)	(959)	(1,377)	(1,056)	(1,092)	(1,098)
Accommodation	(584)	(584)	(622)	(646)	(672)	(699)	(717)
Other payments	(216)	(208)	(208)	(211)	(212)	(249)	(251)
Receipts [(b)]							
GST receipts	133	130	130	130	130	130	130
Other receipts	2	-	-	-	-	-	-
Net cash from operating activities	(16,397)	(16,814)	(16,957)	(17,991)	(18,380)	(18,396)	(18,858)
NET INCREASE/(DECREASE) IN CASH HELD	(1)	12	22	(148)	7	6	6
Cash assets at the beginning of the reporting period	618	567	617	639	491	498	504
Cash assets at the end of the reporting period	617	579	639	491	498	504	510

(a) Full audited financial statements are published in the agency's Annual Report.
(b) A determination by the Treasurer, pursuant to section 23 of the *Financial Management Act 2006*, provides for the retention of some cash receipts by the Department. Refer to the Net Appropriation Determination table below for further information. Other receipts are retained under the authority of other relevant Acts of Parliament.

NET APPROPRIATION DETERMINATION [(a)]

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
GST Receipts							
GST Receipts from the Australian Taxation Office	126	130	130	130	130	130	130
GST Receipts on Sales	7	-	-	-	-	-	-
Other Receipts							
Other Receipts	2	-	-	-	-	-	-
TOTAL	135	130	130	130	130	130	130

(a) The moneys received and retained are to be applied to the Department's services as specified in the Budget Statements.

Division 1 Legislative Assembly

Part 1 Parliament

Appropriations, Expenses and Cash Assets

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
DELIVERY OF SERVICES							
Item 2 Net amount appropriated to deliver services	5,219	5,406	5,406	**5,758**	5,829	6,073	6,212
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	17,864	18,311	18,763	**19,188**	19,991	20,158	20,661
Total appropriations provided to deliver services	23,083	23,717	24,169	**24,946**	25,820	26,231	26,873
TOTAL APPROPRIATIONS	23,083	23,717	24,169	**24,946**	25,820	26,231	26,873
EXPENSES							
Total Cost of Services	24,160	24,684	25,352	**26,159**	27,064	27,507	28,182
Net Cost of Services [(a)]	24,139	24,684	25,352	**26,159**	27,064	27,507	28,182
CASH ASSETS [(b)]	1,129	1,181	1,159	**994**	1,012	1,012	1,012

(a) Represents Total Cost of Services (expenses) less retained revenues applied to the agency's services. Reconciliation to the 'Total appropriations provided to deliver services' includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2014-15 Budget to Parliament on 8 May 2014, are outlined below:

	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
2015-16 Streamlined Budget Process Incentive Funding	-	113	-	-	-
Commonwealth Parliamentary Association Grant	-	-	-	100	101
Salaries and Allowances Tribunal Determination	452	361	273	767	1,270

Outcomes, Services and Key Performance Information

The Department is not part of the State Public Service or a government agency.

The Department services the needs of Members of Parliament, supporting a broad, high-level goal of supporting governance for all Western Australians.

Desired Outcome	Service
Legislative Assembly Members' requirements are met.	1. Support the Operations of the Legislative Assembly

Service Summary

Expense	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
1. Support the Operations of the Legislative Assembly	4,739	5,449	5,406	5,758	5,829	5,973	6,111
2. Other Services	1,214	890	1,183	1,213	1,244	1,376	1,410
3. Salaries and Allowances Act 1975	18,207	18,345	18,763	19,188	19,991	20,158	20,661
Total Cost of Services	24,160	24,684	25,352	26,159	27,064	27,507	28,182

Outcomes and Key Effectiveness Indicators [(a)]

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
Outcome: Legislative Assembly Members' requirements are met:					
Average members' rating for advice	93%	90%	90%	90%	
Average members' rating for administrative support	92%	90%	90%	90%	

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

Services and Key Efficiency Indicators

1. Support the Operations of the Legislative Assembly

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	4,739	5,449	5,406	5,758	
Less Income	21	-	-	-	
Net Cost of Service	4,718	5,449	5,406	5,758	
Employees (Full Time Equivalents)	28	28	28	28	
Efficiency Indicators					
Average Cost per Member of the Legislative Assembly	$80,270	$92,356	$91,627	$97,593	

Financial Statements

INCOME STATEMENT [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
COST OF SERVICES							
Expenses							
Employee benefits [(b)]	21,194	21,550	22,002	22,624	23,514	23,745	24,382
Grants and subsidies [(c)]	-	-	-	-	-	100	101
Supplies and services	1,054	1,393	1,330	1,454	1,407	1,456	1,437
Accommodation	706	734	738	768	799	830	863
Depreciation and amortisation	19	11	18	17	17	16	5
Other expenses	1,187	996	1,264	1,296	1,327	1,360	1,394
TOTAL COST OF SERVICES	24,160	24,684	25,352	26,159	27,064	27,507	28,182
Income							
Other revenue	21	-	-	-	-	-	-
Total Income	21	-	-	-	-	-	-
NET COST OF SERVICES	24,139	24,684	25,352	26,159	27,064	27,507	28,182
INCOME FROM STATE GOVERNMENT							
Service appropriations	23,083	23,717	24,169	24,946	25,820	26,231	26,873
Resources received free of charge	1,110	890	1,183	1,213	1,244	1,276	1,309
TOTAL INCOME FROM STATE GOVERNMENT	24,193	24,607	25,352	26,159	27,064	27,507	28,182
SURPLUS/(DEFICIENCY) FOR THE PERIOD	54	(77)	-	-	-	-	-

(a) Full audited financial statements are published in the agency's Annual Report.
(b) The Full Time Equivalents for 2013-14 Actual, 2014-15 Estimated Actual and 2015-16 Budget Estimate are 28, 28 and 28 respectively. In some cases the figures for 2013-14 and 2014-15 may differ from previously published figures due to changes in calculation methodology.
(c) Refer to the Details of Controlled Grants and Subsidies table below for further information.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Commonwealth Parliamentary Association	-	-	-	-	-	100	101
TOTAL	-	-	-	-	-	100	101

STATEMENT OF FINANCIAL POSITION [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CURRENT ASSETS							
Cash assets	1,014	1,039	1,028	994	996	980	964
Receivables	76	50	76	76	76	76	76
Other	63	60	63	63	63	63	63
Total current assets	1,153	1,149	1,167	1,133	1,135	1,119	1,103
NON-CURRENT ASSETS							
Holding account receivables	437	448	448	465	482	498	503
Property, plant and equipment	86	51	68	51	34	18	13
Restricted cash	115	142	131	-	16	32	48
Other	327	294	327	327	327	327	327
Total non-current assets	965	935	974	843	859	875	891
TOTAL ASSETS	2,118	2,084	2,141	1,976	1,994	1,994	1,994
CURRENT LIABILITIES							
Employee provisions	707	687	707	707	707	707	707
Payables	92	193	92	66	60	60	60
Other	121	175	144	23	47	47	47
Total current liabilities	920	1,055	943	796	814	814	814
NON-CURRENT LIABILITIES							
Employee provisions	130	152	130	130	130	130	130
Other	46	65	46	28	28	28	28
Total non-current liabilities	176	217	176	158	158	158	158
TOTAL LIABILITIES	1,096	1,272	1,119	954	972	972	972
EQUITY							
Accumulated surplus/(deficit)	918	708	918	918	918	918	918
Reserves	104	104	104	104	104	104	104
Total equity	1,022	812	1,022	1,022	1,022	1,022	1,022
TOTAL LIABILITIES AND EQUITY	2,118	2,084	2,141	1,976	1,994	1,994	1,994

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

STATEMENT OF CASHFLOWS [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	23,064	23,706	24,158	24,929	25,803	26,215	26,868
Net cash provided by State Government	23,064	23,706	24,158	24,929	25,803	26,215	26,868
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(21,267)	(21,527)	(21,983)	(22,792)	(23,498)	(23,704)	(24,333)
Grants and subsidies	-	-	-	-	-	(100)	(101)
Supplies and services	(1,225)	(1,405)	(1,330)	(1,454)	(1,407)	(1,456)	(1,437)
Accommodation	(714)	(734)	(738)	(768)	(799)	(830)	(863)
Other payments	(227)	(209)	(192)	(195)	(196)	(240)	(249)
Receipts [(b)]							
GST receipts	208	115	115	115	115	115	115
Other receipts	21	-	-	-	-	-	-
Net cash from operating activities	(23,204)	(23,760)	(24,128)	(25,094)	(25,785)	(26,215)	(26,868)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(76)	-	-	-	-	-	-
Net cash from investing activities	(76)	-	-	-	-	-	-
NET INCREASE/(DECREASE) IN CASH HELD	(216)	(54)	30	(165)	18	-	-
Cash assets at the beginning of the reporting period	1,345	1,235	1,129	1,159	994	1,012	1,012
Cash assets at the end of the reporting period	1,129	1,181	1,159	994	1,012	1,012	1,012

(a) Full audited financial statements are published in the agency's Annual Report.
(b) A determination by the Treasurer, pursuant to section 23 of the *Financial Management Act 2006*, provides for the retention of some cash receipts by the Department. Refer to the Net Appropriation Determination table below for further information. Other receipts are retained under the authority of other relevant Acts of Parliament.

NET APPROPRIATION DETERMINATION [(a)]

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
GST Receipts							
GST Receipts from the Australian Taxation Office	196	115	115	115	115	115	115
GST Receipts on Sales	12	-	-	-	-	-	-
Other Receipts							
Other Receipts	21	-	-	-	-	-	-
TOTAL	229	115	115	115	115	115	115

(a) The moneys received and retained are to be applied to the Department's services as specified in the Budget Statements.

Division 1 Parliamentary Services

Part 1 Parliament

Appropriations, Expenses and Cash Assets

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
DELIVERY OF SERVICES							
Item 3 Net amount appropriated to deliver services	15,469	15,903	15,903	**16,579**	16,550	16,832	17,081
Total appropriations provided to deliver services	15,469	15,903	15,903	**16,579**	16,550	16,832	17,081
CAPITAL							
Item 117 Capital Appropriation	1,000	1,000	1,000	**1,000**	1,000	1,000	1,000
TOTAL APPROPRIATIONS	16,469	16,903	16,903	**17,579**	17,550	17,832	18,081
EXPENSES							
Total Cost of Services	15,210	15,968	16,005	**16,633**	16,590	16,873	17,139
Net Cost of Services [(a)]	14,948	15,968	15,906	**16,633**	16,590	16,873	17,139
CASH ASSETS [(b)]	1,525	373	787	**498**	498	498	498

(a) Represents Total Cost of Services (expenses) less retained revenues applied to the agency's services. Reconciliation to the 'Total appropriations provided to deliver services' includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2014-15 Budget to Parliament on 8 May 2014, are outlined below:

	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
2015-16 Streamlined Budget Process Incentive Funding	-	299	-	-	-

Outcomes, Services and Key Performance Information

The Department is not part of the State Public Service or a government agency.

The Department provides apolitical ancillary services to Members of Parliament, Chamber Departments, Parliamentary staff and other users through two specific service roles that are undertaken to meet the Department's single desired outcome. In doing so, the Department supports a broad, high-level goal that reflects its service provision role.

Desired Outcome	Services
Infrastructure, facilities, information and services that meet the needs of stakeholders.	1. Provision of Infrastructure and Facilities 2. Provision of Information and Services

Service Summary

Expense	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
1. Provision of Infrastructure and Facilities	5,248	5,553	5,590	5,710	5,807	5,906	5,999
2. Provision of Information and Services.....	9,962	10,415	10,415	10,923	10,783	10,967	11,140
Total Cost of Services	15,210	15,968	16,005	16,633	16,590	16,873	17,139

Outcomes and Key Effectiveness Indicators [(a) (b)]

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
Outcome: Infrastructure, facilities, information and services that meet the needs of stakeholders:					
Average Member rating of infrastructure and facilities	96%	90%	90%	90%	
Availability of infrastructure and facilities	99%	95%	95%	95%	
Average Member rating of information and services	99%	90%	90%	90%	
Availability of information and services	97%	95%	95%	95%	
Average Presiding Officer and staff rating for infrastructure, facilities, information and services.....	98%	95%	95%	95%	

(a) Further detail in support of the key effectiveness indicators is provided in the agency's Annual Report.
(b) These measures represent a threshold of minimum acceptable performance in the effective delivery of services. It is expected that actual performance may exceed these targets.

Services and Key Efficiency Indicators

1. Provision of Infrastructure and Facilities

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	5,248	5,553	5,590	5,710	
Less Income	130	-	99	-	
Net Cost of Service	5,118	5,553	5,491	5,710	
Employees (Full Time Equivalents)	21	21	21	21	
Efficiency Indicators					
Average Cost per Member of Parliament and Chamber Departments' Employee for Providing Infrastructure and Facilities [(a)]	$34,175	$35,551	$35,380	$36,139	
Percentage of Variable Costs Expended to Maintain Parliament House Building and Grounds [(b)]	19%	17%	17%	23%	

(a) The number of Members and Chamber Departments' employees used in these calculations was 154 for 2013-14 Actual, 156 for 2014-15 Budget, and 158 for 2014-15 Estimated Actual and 2015-16 Budget Target.
(b) Variable costs represent the Department's total recurrent funds less staffing costs, statutory charges and contractual obligations.

2. Provision of Information and Services

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	9,962	10,415	10,415	10,923	
Less Income	132	-	-	-	
Net Cost of Service	9,830	10,415	10,415	10,923	
Employees (Full Time Equivalents)	86	86	86	88	
Efficiency Indicators					
Average Cost per Member of Parliament and Chamber Departments' Employee for Providing Information and Services [(a)]	$44,579	$45,883	$44,871	$47,204	
Average Cost of Services per Sitting Day [(b)]	$46,924	$49,214	$48,903	$50,215	
Average Cost per Student/Member of the Public to Promote Knowledge and Awareness of the Work of the Parliament	$28.38	$26.65	$26.62	$29.37	

(a) The number of Members and Chamber Departments' employees used in these calculations was 154 for 2013-14 Actual, 156 for 2014-15 Budget, and 158 for 2014-15 Estimated Actual and 2015-16 Budget Target.
(b) The number of sitting days used in these calculations were 66 in 2013-14 Actual and 2014-15 Budget, 68 for 2014-15 Estimated Actual, and 69 for 2015-16 Budget Target.

Asset Investment Program

	Estimated Total Cost $'000	Estimated Expenditure to 30-6-15 $'000	2014-15 Estimated Expenditure $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
WORKS IN PROGRESS							
Infrastructure and Equipment							
Asset Refurbishment and Replacement Program	14,498	5,498	1,738	1,000	1,000	1,000	1,000
Total Cost of Asset Investment Program	14,498	5,498	1,738	1,000	1,000	1,000	1,000
FUNDED BY							
Capital Appropriation			1,000	1,000	1,000	1,000	1,000
Internal Funds and Balances			250	-	-	-	-
Other			488	-	-	-	-
Total Funding			1,738	1,000	1,000	1,000	1,000

Financial Statements

INCOME STATEMENT [a]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
COST OF SERVICES							
Expenses							
Employee benefits [b]	10,134	10,134	10,521	11,036	11,056	11,332	11,615
Supplies and services	2,037	2,729	2,249	2,414	2,437	2,498	2,574
Accommodation	1,493	1,525	1,568	1,609	1,652	1,696	1,741
Depreciation and amortisation	1,367	1,417	1,454	1,354	1,219	1,116	972
Other expenses	179	163	213	220	226	231	237
TOTAL COST OF SERVICES	15,210	15,968	16,005	16,633	16,590	16,873	17,139
Income							
Other revenue [c]	262	-	99	-	-	-	-
Total Income	262	-	99	-	-	-	-
NET COST OF SERVICES	14,948	15,968	15,906	16,633	16,590	16,873	17,139
INCOME FROM STATE GOVERNMENT							
Service appropriations	15,469	15,903	15,903	16,579	16,550	16,832	17,081
Resources received free of charge	8	9	9	25	11	12	29
TOTAL INCOME FROM STATE GOVERNMENT	15,477	15,912	15,912	16,604	16,561	16,844	17,110
SURPLUS/(DEFICIENCY) FOR THE PERIOD	529	(56)	6	(29)	(29)	(29)	(29)

(a) Full audited financial statements are published in the agency's Annual Report.
(b) The Full Time Equivalents for 2013-14 Actual, 2014-15 Estimated Actual and 2015-16 Budget Estimate are 107, 107 and 109 respectively. In some cases the figures for 2013-14 and 2014-15 may differ from previously published figures due to changes in calculation methodology.
(c) Reflects contributions toward specific projects requested by Chamber Departments.

STATEMENT OF FINANCIAL POSITION [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CURRENT ASSETS							
Cash assets	1,160	65	371	498	446	393	339
Receivables	64	85	64	64	64	64	64
Other	108	378	108	108	108	108	108
Total current assets	1,332	528	543	670	618	565	511
NON-CURRENT ASSETS							
Holding account receivables	7,652	9,069	9,069	10,423	11,642	12,758	13,730
Property, plant and equipment	64,989	67,357	66,595	67,142	67,726	68,323	68,948
Intangibles	306	264	177	68	50	50	50
Restricted cash	365	308	416	-	52	105	159
Other	2,124	2,666	1,487	1,292	1,104	988	988
Total non-current assets	75,436	79,664	77,744	78,925	80,574	82,224	83,875
TOTAL ASSETS	76,768	80,192	78,287	79,595	81,192	82,789	84,386
CURRENT LIABILITIES							
Employee provisions	1,847	1,675	1,847	1,847	1,847	1,847	1,847
Payables	333	330	307	321	335	349	363
Other	416	426	359	85	100	115	130
Total current liabilities	2,596	2,431	2,513	2,253	2,282	2,311	2,340
NON-CURRENT LIABILITIES							
Employee provisions	141	220	141	141	141	141	141
Other	18	25	18	18	18	18	18
Total non-current liabilities	159	245	159	159	159	159	159
TOTAL LIABILITIES	2,755	2,676	2,672	2,412	2,441	2,470	2,499
EQUITY							
Contributed equity	21,456	22,456	22,456	23,456	24,456	25,456	26,456
Accumulated surplus/(deficit)	6,488	5,976	6,494	6,465	6,436	6,407	6,378
Reserves	46,069	49,084	46,665	47,262	47,859	48,456	49,053
Total equity	74,013	77,516	75,615	77,183	78,751	80,319	81,887
TOTAL LIABILITIES AND EQUITY	76,768	80,192	78,287	79,595	81,192	82,789	84,386

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

STATEMENT OF CASHFLOWS [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	14,102	14,486	14,486	15,225	15,331	15,716	16,109
Capital appropriation	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Net cash provided by State Government	15,102	15,486	15,486	16,225	16,331	16,716	17,109
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(9,921)	(10,092)	(10,456)	(11,287)	(11,018)	(11,283)	(11,566)
Supplies and services	(1,787)	(2,715)	(2,249)	(2,399)	(2,437)	(2,498)	(2,558)
Accommodation	(1,491)	(1,516)	(1,568)	(1,608)	(1,650)	(1,693)	(1,737)
Other payments	(717)	(728)	(778)	(785)	(791)	(807)	(813)
Receipts [(b)]							
GST receipts	590	565	565	565	565	565	565
Other receipts	256	-	-	-	-	-	-
Net cash from operating activities	(13,070)	(14,486)	(14,486)	(15,514)	(15,331)	(15,716)	(16,109)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(1,744)	(1,000)	(1,738)	(1,000)	(1,000)	(1,000)	(1,000)
Proceeds from sale of non-current assets	3	-	-	-	-	-	-
Net cash from investing activities	(1,741)	(1,000)	(1,738)	(1,000)	(1,000)	(1,000)	(1,000)
NET INCREASE/(DECREASE) IN CASH HELD	291	-	(738)	(289)	-	-	-
Cash assets at the beginning of the reporting period	1,234	373	1,525	787	498	498	498
Cash assets at the end of the reporting period	1,525	373	787	498	498	498	498

(a) Full audited financial statements are published in the agency's Annual Report.
(b) A determination by the Treasurer, pursuant to section 23 of the *Financial Management Act 2006*, provides for the retention of some cash receipts by the Department. Refer to the Net Appropriation Determination table below for further information. Other receipts are retained under the authority of other relevant Acts of Parliament.

NET APPROPRIATION DETERMINATION [(a)]

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
GST Receipts							
GST Receipts from the Australian Taxation Office	554	565	565	565	565	565	565
GST Receipts on Sales	36	-	-	-	-	-	-
Other Receipts							
Other Receipts	256	-	-	-	-	-	-
TOTAL	846	565	565	565	565	565	565

(a) The moneys received and retained are to be applied to the Department's services as specified in the Budget Statements.

Division 2 Parliamentary Commissioner for Administrative Investigations

Part 1 Parliament

Appropriations, Expenses and Cash Assets

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
DELIVERY OF SERVICES							
Item 4 Net amount appropriated to deliver services	6,686	7,570	7,556	**8,139**	7,510	7,306	7,346
Amount Authorised by Other Statutes - Parliamentary Commissioner Act 1971	648	648	648	**659**	659	659	659
Total appropriations provided to deliver services	7,334	8,218	8,204	**8,798**	8,169	7,965	8,005
TOTAL APPROPRIATIONS	7,334	8,218	8,204	**8,798**	8,169	7,965	8,005
EXPENSES							
Total Cost of Services	10,551	11,218	10,980	**11,227**	10,598	10,394	10,434
Net Cost of Services [(a)]	8,045	8,658	8,644	**9,238**	8,609	8,405	8,445
CASH ASSETS [(b)]	1,074	929	1,045	**790**	810	830	850

(a) Represents Total Cost of Services (expenses) less retained revenues applied to the agency's services. Reconciliation to the 'Total appropriations provided to deliver services' includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2014-15 Budget to Parliament on 8 May 2014, are outlined below:

	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
2015-16 Streamlined Budget Process Incentive Funding	-	157	-	-	-
Workforce Renewal Policy	(14)	(116)	(241)	(379)	(526)

Significant Issues Impacting the Agency

- Timely complaint resolution is a significant factor in providing effective and efficient assistance to complainants and improvements to the standard of public administration. In 2014-15, the Office anticipates that 95% of complaints will be resolved within three months, and as at 30 June 2015, the average age of complaints will be 26 days (compared to 173 days at 30 June 2007).
- The Office undertakes important roles in relation to the review of certain child deaths and family and domestic violence fatalities. In 2014-15, the Office undertook work on a major own motion investigation into issues associated with Violence Restraining Orders and their relationship with family and domestic violence fatalities and commenced work on a major own motion investigation into ways to prevent or reduce child deaths by drowning.

- The Office has continued with its program to enhance awareness of, and accessibility to, its services by Aboriginal and regional Western Australians through a range of strategies, including the Office's Regional Awareness and Accessibility program. The Office also continues to engage effectively with public authorities to strengthen their capacity in complaint handling and decision-making through a range of mechanisms.
- In addition to investigating complaints, reviewing certain child deaths and family and domestic violence fatalities, and undertaking own motion investigations, the Office undertakes a range of additional functions, including the inspection of telecommunication interception records and overseas student appeals. In recent years, the trend has been for an increasing range of functions to be undertaken by the Office, including the Ombudsman's functions under the *Criminal Organisations Control Act 2012*, commencing in 2013-14, and the Ombudsman's function to monitor the Infringement Notices provisions of *The Criminal Code*, commencing in 2014-15.

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcome	Service
Results-Based Service Delivery: Greater focus on achieving results in key service delivery areas for the benefit of all Western Australians.	The public sector of Western Australia is accountable for, and is improving the standard of, administrative decision-making, practices and conduct.	1. Resolving Complaints about Decision-Making of Public Authorities and Improving the Standard of Public Administration

Service Summary

Expense	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
1. Resolving Complaints about Decision-Making of Public Authorities and Improving the Standard of Public Administration	10,551	11,218	10,980	11,227	10,598	10,394	10,434
Total Cost of Services	10,551	11,218	10,980	11,227	10,598	10,394	10,434

Outcomes and Key Effectiveness Indicators [(a)]

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
Outcome: The public sector of Western Australia is accountable for, and is improving the standard of, administrative decision-making, practices and conduct:					
Where the Ombudsman made recommendations to improve practices or procedures, the percentage of recommendations accepted by agencies.....	100%	100%	100%	100%	
Number of improvements to practices or procedures as a result of Ombudsman action	152	100	100	100	1

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

Explanation of Significant Movements

(Notes)

1. The number of improvements has significantly increased since 2007-08 but there may be fluctuations from year to year.

Services and Key Efficiency Indicators

1. Resolving Complaints about Decision-Making of Public Authorities and Improving the Standard of Public Administration

Investigating and resolving complaints from members of the public about Western Australian public authorities and improving the standard of public administration by identifying and investigating concerns that affect the broader community, making recommendations for improvement and identifying and promoting good decision-making and practices.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service.....	10,551	11,218	10,980	11,227	
Less Income	2,506	2,560	2,336	1,989	1
Net Cost of Service	8,045	8,658	8,644	9,238	
Employees (Full Time Equivalents).....	63	70	67	71	
Efficiency Indicators					
Percentage of Allegations Finalised within Three Months	98%	95%	98%	95%	
Percentage of Allegations Finalised within 12 Months	100%	100%	100%	100%	
Percentage of Allegations on Hand at 30 June Less Than Three Months Old ..	98%	90%	96%	90%	
Percentage of Allegations on Hand at 30 June Less Than 12 Months Old	100%	100%	100%	100%	
Average Cost per Finalised Allegation.....	$1,858	$1,820	$1,889	$1,890	
Average Cost per Finalised Notification of Death.....	$18,407	$12,325	$18,949	$18,950	2
Cost to Monitor the Infringement Notices Provisions of The Criminal Code ...	nil	$723,000	$399,000	$858,000	3

Explanation of Significant Movements

(Notes)

1. The 2015-16 Budget Target for Income is less than the 2014-15 Estimated Actual primarily due to a concomitant reduction in the budget of the Energy and Water Ombudsman.
2. The Average Cost per Finalised Notification of Death reflects the complexity of reviews and the 2015-16 Budget Target has been adjusted accordingly.
3. The 2014-15 Estimated Actual Cost to Monitor the Infringement Notices Provisions of *The Criminal Code* is less than the 2014-15 Budget due to the commencement of the function in March 2015.

Asset Investment Program

	Estimated Total Cost $'000	Estimated Expenditure to 30-6-15 $'000	2014-15 Estimated Expenditure $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
COMPLETED WORKS							
Asset Replacement - 2014-15 Program	245	245	245	-	-	-	-
NEW WORKS							
Asset Replacement							
2015-16 Program	208	-	-	208	-	-	-
2016-17 Program	208	-	-	-	208	-	-
2017-18 Program	208	-	-	-	-	208	-
2018-19 Program	208	-	-	-	-	-	208
Total Cost of Asset Investment Program	1,077	245	245	208	208	208	208
FUNDED BY							
Drawdowns from the Holding Account			196	208	208	208	208
Internal Funds and Balances			49	-	-	-	-
Total Funding			245	208	208	208	208

Financial Statements

Income Statement

Expenses

The variance in the Total Cost of Services between the 2013-14 Actual and the 2014-15 Estimated Actual is primarily due to the timing of the commencement of funding for the Ombudsman's function to monitor the Infringement Notices provisions of *The Criminal Code*.

Statement of Financial Position

Minor changes in the Statement of Financial Position are due to fluctuations in the value of routine asset replacements from year to year. There is also a decrease in total assets from 2015-16, primarily as a result of the payment of the 27th Pay in 2015-16.

INCOME STATEMENT [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
COST OF SERVICES							
Expenses							
Employee benefits [(b)]	7,636	7,733	7,555	7,821	7,346	7,163	7,152
Supplies and services	1,215	1,292	1,284	1,216	1,208	1,232	1,283
Accommodation	1,128	1,230	1,176	1,205	1,205	1,205	1,205
Depreciation and amortisation	275	235	235	235	235	235	235
Other expenses	297	728	730	750	604	559	559
TOTAL COST OF SERVICES	10,551	11,218	10,980	11,227	10,598	10,394	10,434
Income							
Other revenue	2,506	2,560	2,336	1,989	1,989	1,989	1,989
Total Income	2,506	2,560	2,336	1,989	1,989	1,989	1,989
NET COST OF SERVICES	8,045	8,658	8,644	9,238	8,609	8,405	8,445
INCOME FROM STATE GOVERNMENT							
Service appropriations	7,334	8,218	8,204	8,798	8,169	7,965	8,005
Resources received free of charge	459	440	440	440	440	440	440
TOTAL INCOME FROM STATE GOVERNMENT	7,793	8,658	8,644	9,238	8,609	8,405	8,445
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(252)	-	-	-	-	-	-

(a) Full audited financial statements are published in the agency's Annual Report.
(b) The Full Time Equivalents for 2013-14 Actual, 2014-15 Estimated Actual and 2015-16 Budget Estimate are 63, 67 and 71 respectively. In some cases the figures for 2013-14 and 2014-15 may differ from previously published figures due to changes in calculation methodology.

STATEMENT OF FINANCIAL POSITION [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CURRENT ASSETS							
Cash assets	839	674	790	790	790	790	790
Restricted cash	-	-	255	-	-	-	-
Holding account receivables	196	208	208	208	208	208	208
Receivables	16	126	16	16	16	16	16
Other	94	94	94	94	94	94	94
Total current assets	1,145	1,102	1,363	1,108	1,108	1,108	1,108
NON-CURRENT ASSETS							
Holding account receivables	1,827	1,917	1,917	1,958	1,971	1,978	1,985
Property, plant and equipment	117	110	156	187	206	225	244
Intangibles	307	412	278	220	174	128	82
Restricted cash	235	255	-	-	20	40	60
Total non-current assets	2,486	2,694	2,351	2,365	2,371	2,371	2,371
TOTAL ASSETS	3,631	3,796	3,714	3,473	3,479	3,479	3,479
CURRENT LIABILITIES							
Employee provisions	1,347	1,350	1,397	1,332	1,274	1,274	1,274
Payables	-	92	-	-	-	-	-
Other	315	277	335	60	60	60	60
Total current liabilities	1,662	1,719	1,732	1,392	1,334	1,334	1,334
NON-CURRENT LIABILITIES							
Employee provisions	437	377	450	549	613	613	613
Other	-	72	-	-	-	-	-
Total non-current liabilities	437	449	450	549	613	613	613
TOTAL LIABILITIES	2,099	2,168	2,182	1,941	1,947	1,947	1,947
EQUITY							
Contributed equity	1,206	1,206	1,206	1,206	1,206	1,206	1,206
Accumulated surplus/(deficit)	326	422	326	326	326	326	326
Total equity	1,532	1,628	1,532	1,532	1,532	1,532	1,532
TOTAL LIABILITIES AND EQUITY	3,631	3,796	3,714	3,473	3,479	3,479	3,479

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

STATEMENT OF CASHFLOWS [a]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	7,202	7,920	7,906	8,549	7,948	7,750	7,790
Holding account drawdowns	157	196	196	208	208	208	208
Net cash provided by State Government	7,359	8,116	8,102	8,757	8,156	7,958	7,998
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(7,548)	(7,650)	(7,472)	(8,062)	(7,340)	(7,163)	(7,152)
Supplies and services	(765)	(852)	(790)	(722)	(714)	(738)	(789)
Accommodation	(1,127)	(1,230)	(1,176)	(1,205)	(1,205)	(1,205)	(1,205)
Other payments	(633)	(999)	(1,055)	(1,075)	(929)	(884)	(884)
Receipts [b]							
GST receipts	344	271	271	271	271	271	271
Other receipts	2,494	2,560	2,336	1,989	1,989	1,989	1,989
Net cash from operating activities	(7,235)	(7,900)	(7,886)	(8,804)	(7,928)	(7,730)	(7,770)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(189)	(196)	(245)	(208)	(208)	(208)	(208)
Net cash from investing activities	(189)	(196)	(245)	(208)	(208)	(208)	(208)
NET INCREASE/(DECREASE) IN CASH HELD	(65)	20	(29)	(255)	20	20	20
Cash assets at the beginning of the reporting period	1,139	909	1,074	1,045	790	810	830
Cash assets at the end of the reporting period	1,074	929	1,045	790	810	830	850

(a) Full audited financial statements are published in the agency's Annual Report.
(b) A determination by the Treasurer, pursuant to section 23 of the *Financial Management Act 2006*, provides for the retention of some cash receipts by the Office. Refer to the Net Appropriation Determination table below for further information. Other receipts are retained under the authority of other relevant Acts of Parliament.

NET APPROPRIATION DETERMINATION [a]

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
GST Receipts							
GST Receipts from the Australian Taxation Office	91	142	142	142	142	142	142
GST Receipts on Sales	253	129	129	129	129	129	129
Other Receipts							
Other Receipts	2,494	2,560	2,336	1,989	1,989	1,989	1,989
TOTAL	2,838	2,831	2,607	2,260	2,260	2,260	2,260

(a) The moneys received and retained are to be applied to the Office's services as specified in the Budget Statements.

Part 2
Premier; Minister for State Development; Science

Summary of Portfolio Appropriations

Page	Agency	2014-15 Budget $'000	2014-15 Estimated Actual '000	2015-16 Budget Estimate '000
65	Premier and Cabinet			
	– Delivery of Services	165,387	155,903	168,752
	– Administered Grants, Subsidies and Other Transfer Payments	15,000	35,000	15,000
	– Capital Appropriation	3,000	3,000	-
	Total	183,387	193,903	183,752
78	Public Sector Commission			
	– Delivery of Services	25,723	25,380	27,478
	Total	25,723	25,380	27,478
89	Governor's Establishment			
	– Delivery of Services	4,671	4,671	4,917
	Total	4,671	4,671	4,917
97	Salaries and Allowances Tribunal			
	– Delivery of Services	1,023	1,023	1,077
	Total	1,023	1,023	1,077
103	State Development			
	– Delivery of Services	38,955	35,252	37,682
	– Administered Grants, Subsidies and Other Transfer Payments	17,299	17,299	20,961
	Total	56,254	52,551	58,643
113	Chemistry Centre (WA)			
	– Delivery of Services	8,352	8,347	7,532
	– Capital Appropriation	700	700	-
	Total	9,052	9,047	7,532
	GRAND TOTAL			
	– Delivery of Services	244,111	230,576	247,438
	– Administered Grants, Subsidies and Other Transfer Payments	32,299	52,299	35,961
	– Capital Appropriation	3,700	3,700	-
	Total	**280,110**	**286,575**	**283,399**

Division 3 Premier and Cabinet

Part 2 Premier; Minister for State Development; Science

Appropriations, Expenses and Cash Assets

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
DELIVERY OF SERVICES							
Item 5 Net amount appropriated to deliver services	209,066	163,099	153,615	**166,387**	160,531	162,155	167,412
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	2,220	2,288	2,288	**2,365**	2,365	2,365	2,365
Total appropriations provided to deliver services	211,286	165,387	155,903	**168,752**	162,896	164,520	169,777
ADMINISTERED TRANSACTIONS							
Item 6 Amount provided for Administered Grants, Subsidies and Other Transfer Payments	46,105	15,000	35,000	**15,000**	15,000	15,000	15,000
CAPITAL							
Capital Appropriation	-	3,000	3,000	**-**	-	-	-
TOTAL APPROPRIATIONS	257,391	183,387	193,903	**183,752**	177,896	179,520	184,777
EXPENSES							
Total Cost of Services	195,222	180,368	168,483	**184,222**	210,075	177,404	183,713
Net Cost of Services [(a)]	191,732	176,745	164,660	**179,949**	206,293	174,440	180,748
CASH ASSETS [(b)]	63,990	59,077	63,118	**58,085**	25,394	23,276	20,109

(a) Represents Total Cost of Services (expenses) less retained revenues applied to the agency's services. Reconciliation to the 'Total appropriations provided to deliver services' includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2014-15 Budget to Parliament on 8 May 2014, are outlined below:

	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
1% General Government Efficiency Dividend	(1,200)	(1,600)	(1,600)	(1,600)	(1,600)
15% Procurement Savings	-	(766)	(784)	(798)	(811)
2015-16 Streamlined Budget Process Incentive Funding	-	1,119	-	-	-
2015-16 Tariffs, Fees and Charges	-	41	42	43	44
Kimberley Girl Program	-	200	-	-	-
Pawsey Supercomputing Centre Grant	-	-	4,100	4,203	4,308
Resolution of Native Title in the South West of Western Australia	-	2,408	-	-	-
Royalties for Regions - Great Kimberley Marine Park	(400)	210	400	-	-
Shark Hazard Mitigation Program - Beach Enclosures	-	400	-	-	-
Strategic Assessment of the Perth and Peel Regions	1,424	492	-	-	-
Surf Life Saving Western Australia Aerial Patrols - South West Region	-	655	655	655	-
Workforce Renewal Policy	(197)	(1,616)	(3,313)	(5,094)	(6,962)

Significant Issues Impacting the Agency

- The Department's collaboration with the Commonwealth, the Returned and Services League of Australia, Western Australia, and other relevant bodies and organisations extends to ensure that all Western Australians are able to commemorate the ANZAC Centenary, which was launched by the Australian and New Zealand Prime Ministers along with the Premier in Albany and Fremantle in November 2014.

- The Department will work with other government agencies, the Dutch Government and the Shire of Shark Bay to prepare for and coordinate the delivery of an agreed range of legacy initiatives and an event in Shark Bay in 2016 to commemorate and celebrate the 400th Anniversary of Dirk Hartog's landing at Cape Inscription on Dirk Hartog Island.

- A contribution to the development of a national counter-terrorism strategy is a focus of the Department as well as assisting in the development of a national approach to counter violent extremism through its membership on the Australia New Zealand Counter-Terrorism Committee.

- The Department will progress the completion of all legal processes associated with the registration of the six Indigenous Land Use Agreements (ILUAs), which make up the South West Native Title Settlement. The six ILUAs have now been endorsed by the six registered Noongar claim groups and the Government will work closely with the South West Aboriginal Land and Sea Council to resolve any legal challenges.

- The State is working towards commencement of the South West Settlement in 2015-16 although the commencement date may extend into the following financial year. The State is continuing to pursue a Commonwealth contribution to the South West Settlement.

- Pursuing the Commonwealth Government to ratify an agreement that shares the cost of future Native Title compensation costs in Western Australia will remain a priority.

- The Department will continue to provide input into national discussions related to the improved economic use of land over which Aboriginal Australians hold rights.

- Supporting a strong partnership between the public and not-for-profit sectors remains a focus of the Department's work. This includes supporting the Partnership Forum, with leaders from both the public and not-for-profit sectors, to consolidate funding and contracting reforms and promote collaborative policy and service design to improve outcomes for individuals, families and the Western Australian community. In 2015-16, the Partnership Forum will make the development of regional networks between government and the not-for-profit sector a priority.

- Assistance will be provided to other State government agencies in response to the Commonwealth Government on the National Disability Insurance Scheme, the Home and Community Care program and other priorities in the human services arena.

- The Department, through its North Asia Office (the Office), is pursuing opportunities that will maximise the benefits of the Australia-Japan Free Trade Agreement. The Office is encouraging potential exporters to make market visits to Japan to meet with importers and other interested parties. A special focus is on the Western Australia agribusiness sector given the major opportunities that exist for Western Australian companies in this area.

- The Department continues to support shark hazard mitigation strategies to address the safety of water users. In addition to existing strategies, Surf Life Saving Western Australia will be contracted to provide extended aerial patrols in the South West region and an additional two beach enclosures will be funded.

- The Department is working closely with other key agencies on the State response to the Royal Commission into Institutional Responses to Child Sexual Abuse.

- The Department will have an ongoing role to provide a secretariat (with the Department of Aboriginal Affairs) for the Aboriginal Affairs Cabinet Sub-Committee and coordinate particular peak Aboriginal policy issues, including Aboriginal justice.

- The Department's Office of Science is leading the State Government's involvement in the Square Kilometre Array (SKA) project, working together with the International Centre for Radio Astronomy Research, industry and all levels of Government to prepare the SKA site for construction in 2018 and to maximise benefits to the State from the SKA project.

- With the State's five science priority areas outlined by the Premier in April 2015 in the Science Statement for Western Australia, the Department will work with government agencies, research institutes, universities and industry to align and coordinate the significant scientific research effort occurring throughout Western Australia.

- Through stronger collaborative science relationships between Government, industry and researchers at a local, national and international level the Department aims to contribute to Western Australia's economic productivity and competitiveness, including pursuing closer collaborative arrangements across key scientific research areas with Asia Pacific countries.
- The Office of Science is working with Scitech and other stakeholders to find a new home for Scitech that will provide greater opportunities to engage and educate children in science.
- There will be a continued focus by the Middle East Trade Office on the Western Australian agribusiness sector and support for the Western Australian lupin, wheat and barley industries. There will also be focused efforts on attracting Arab investments to help address food security issues in those countries.
- Support is provided to the Premier in promoting a Western Australian perspective to the development of Commonwealth White Papers in respect of Federation Reform, Tax Reform and Northern Australia. The highest priority remains reform of the arrangements for the distribution of GST revenue.
- The Department is continuing to work with the Department of Finance on the development and implementation of initiatives for the State's deregulation and regulatory reform agenda, linked to the annual Repeal Day in Parliament. This will include a whole-of-government policy statement with 2015 reform priorities, and a governance and accountability framework. Streamlining environmental reforms without sacrificing environmental outcomes, particularly between the Commonwealth and State, will remain a focus.
- The Department continues to provide advice to the Premier to ensure the effective management of major new infrastructure including involvement in inter-agency oversight of the commissioning of the Perth Children's Hospital and the new Perth Stadium.
- Work with government agencies is progressing on the implementation of the Kimberley Science and Conservation Strategy (KSCS). Priorities for 2015-16 and subsequent years include the creation of Kimberley National Park, Horizontal Falls National Park, Great Kimberley Marine Park and Roebuck Bay Marine Park. As part of the KSCS the Department is working closely with Kimberley Native Title holders to finalise ILUAs.
- The Department continues to work with government agencies to complete the Strategic Assessment of the Perth and Peel Regions, which will significantly streamline future environmental approval processes under the *Environment Protection and Biodiversity Conservation Act 1999* (Commonwealth), supporting the growth of the city to a population of 3.5 million, and delivering a strategic conservation plan to protect and manage the region's bushland, rivers and native plants and animals.
- The Department continues its role in coordinating whole-of-government disaster response activities, including administering the Western Australia Natural Disaster Relief and Recovery Arrangements for natural disasters in the State.
- In April 2015, the Premier visited India and Singapore. This was his first trip to India as Premier and focused on getting a better understanding of India's economy so that opportunities to export commodities, mining expertise, agricultural techniques, fishing practices, storage and handling food produce practices, research, and education and training could be explored. The trip was also an opportunity to explore investment opportunities in natural resource projects, specifically Liquefied Natural Gas (LNG), nickel, copper, alumina, gold and rare earths. It was also the Premier's third trip to Singapore where he engaged in a range of discussions with Government and business leaders.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcomes	Services
Results-Based Service Delivery: Greater focus on achieving results in key service delivery areas for the benefit of all Western Australians.	Executive Government receives appropriate support.	1. Administration of Executive Government Services
	The Premier and Ministers receive high quality, rigorous and timely policy advice.	2. Government Policy Management

Service Summary

Expense	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
1. Administration of Executive Government Services	117,715	106,614	107,008	110,395	110,937	112,188	112,093
2. Government Policy Management	77,507	73,754	61,475	73,827	99,138	65,216	71,620
Total Cost of Services	195,222	180,368	168,483	184,222	210,075	177,404	183,713

Outcomes and Key Effectiveness Indicators [(a)]

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
Outcome: Executive Government receives appropriate support:					
Targets for support services are met or exceeded	97%	94%	96%	96%	
Service recipient's confirmation that services provided enable them to meet Executive Government's obligations [(b)]	4	3.8	3.8	3.8	
Outcome: The Premier and Ministers receive high quality, rigorous and timely policy advice:					
Service recipient's confirmation that high quality and timely policy advice is provided	4	4.3	3.8	4	

(a) Further detail in support of the key effectiveness indicators is provided in the agency's Annual Report.
(b) Value point along a continuum that ranges from one indicating 'well below expectations' to five indicating 'well above expectations'.

Services and Key Efficiency Indicators

1. Administration of Executive Government Services

The Department provides a range of services including:

- administrative support to the Premier;
- administrative policy advice and support to Ministerial offices and the Leader of the Opposition;
- promotion of Western Australia's interests overseas;
- communication of Government policies and activities;
- support for the Executive Council;
- administration of entitlements for Members and former Members of Parliament;
- management of the State occasions and official visits program;
- a secure, confidential and time-critical printing and publishing service for Parliament and Government; and
- management of exhibitions and programs at the Constitutional Centre.

The cost of this service includes corporate services functions provided free of charge to the Public Sector Commission, the Parliamentary Commissioner for Administrative Investigations, the Departments of Treasury and Finance, as well as the costs of inquiries, working with the community and community service grants and donations.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service [(a)]	117,715	106,614	107,008	110,395	
Less Income	2,750	2,904	2,304	2,249	
Net Cost of Service	114,965	103,710	104,704	108,146	
Employees (Full Time Equivalents)	530	560	547	545	
Efficiency Indicators [(b)]					
Average Operating Cost per Ministerial Office (including Premier's Office and Leader of the Opposition)	$2,626	$2,557	$2,565	$2,643	
Average Cost of Support Provided per Ministerial Office (including Premier's Office and Leader of the Opposition)	$1,692	$393	$1,500	$1,517	1
Average Cost of Representing Western Australia's Interests Overseas (per Region)	$1,491	$1,411	$1,411	$1,445	
Average Cost of Entitlements per Member of Parliament	$391	$371	$378	$389	
Average Cost of Support Provided per Member of Parliament	$16	$17	$18	$18	

(a) May include adjustments for changes in accounting policy and functional responsibilities.
(b) The expense of support provided to inquiries and working with the community, community service grants and donations and corporate services provided free of charge to external agencies of $15.5 million in the 2013-14 Actual, $8.9 million in the 2014-15 Budget, $8.4 million in the 2014-15 Estimated Actual and $8.9 million in the 2015-16 Budget Target is included in the overall cost of service for Administration of Executive Government Services but excluded from the reported key efficiency indicators as it is not considered to be a cost of service delivery.

Explanation of Significant Movements

(Notes)

1. The increase in the 2014-15 Estimated Actual compared to the 2014-15 Budget is due to the transfer of expenditure from Service 2 to Service 1 to align with the methodology adopted for the audited 2013-14 Annual Report.

2. Government Policy Management

The Department provides a range of services for the Premier including:

- strategic policy advice and coordination to the Premier and Cabinet;
- strategic policy advice and coordination to the Minister for Science;
- leadership and coordination of cross-agency solutions to complex issues;
- managing and coordinating Western Australian Government input into intergovernmental negotiations and advice on Government positions on federal reform, treaties, defence and other matters raised through the Council of Australian Governments and the Council for the Australian Federation;
- strategic, cross portfolio advice on land, State and Commonwealth approvals and Indigenous issues;
- support for the functions of Cabinet and Parliament; and
- emergency management policy advice to the Premier, Ministers and Government agencies, and whole-of-government management and coordination of significant security incidents and emergencies.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service [(a)]	77,507	73,754	61,475	73,827	1
Less Income	740	719	1,519	2,024	2
Net Cost of Service	76,767	73,035	59,956	71,803	
Employees (Full Time Equivalents)	147	162	159	163	
Efficiency Indicators [(b)]					
Average Cost per Government ILUA Managed	$427	$282	$614	$1,131	3
Average Cost per Project ILUA Managed	$1,195	$216	$530	$338	4

(a) May include adjustments for changes in accounting policy and functional responsibilities.
(b) Native Title Unit grant payments of $15.6 million in the 2013-14 Actual, $20.3 million in the 2014-15 Budget, $8.9 million in the 2014-15Estimated Actual and $19.6 million in the 2015-16 Budget Target have been excluded from the expenditure used to derive these indicators as they are not considered to be a cost of service delivery.

Explanation of Significant Movements

(Notes)

1. The increase in the 2015-16 Budget Target compared to the 2014-15 Estimated Actual is mainly due to the deferral of exploration incentive grants payable under the negotiation of Native Title ILUAs.

2. The increase in the 2015-16 Budget Target compared to the 2014-15 Estimated Actual is due to the receipt of grant funding from the Western Australian Planning Commission for the Strategic Assessment for the future development of the Perth and Peel Regions. The increase in the 2014-15 Estimated Actual compared to the 2014-15 Budget is due to interest income derived from the Browse LNG Precinct Project Interest Bearing Trust Account.

3. The increase in the Average Cost per Government ILUA Managed for the 2015-16 Budget Target compared to the 2014-15 Estimated Actual is mainly due to a decrease in the number of agreements managed.

4. The decrease in the Average Cost per Project ILUA Managed for the 2015-16 Budget Target compared to the 2014-15 Estimated Actual is mainly due to an increase in the number of agreements managed.

Asset Investment Program

	Estimated Total Cost $'000	Estimated Expenditure to 30-6-15 $'000	2014-15 Estimated Expenditure $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
COMPLETED WORKS							
Asset Replacement/Upgrade							
Computer Hardware and Software - 2014-15 Program.....	600	600	600	-	-	-	-
Electorate Offices Equipment Upgrade 2014-15 Program	124	124	124	-	-	-	-
Ministerial Office Accommodation - Dumas House	3,000	3,000	3,000	-	-	-	-
NEW WORKS							
Asset Replacement/Upgrade							
Computer Hardware and Software							
2015-16 Program.....	1,949	-	-	1,949	-	-	-
2016-17 Program.....	1,079	-	-	-	1,079	-	-
2017-18 Program.....	1,090	-	-	-	-	1,090	-
2018-19 Program.....	951	-	-	-	-	-	951
Electorate Offices Equipment Upgrade							
2015-16 Program.....	73	-	-	73	-	-	-
2016-17 Program.....	100	-	-	-	100	-	-
2018-19 Program.....	378	-	-	-	-	-	378
State Law Publisher - Replacement of Copying Machine ...	1,400	-	-	1,400	-	-	-
Total Cost of Asset Investment Program.....	10,744	3,724	3,724	3,422	1,179	1,090	1,329
FUNDED BY							
Capital Appropriation			3,000	-	-	-	-
Drawdowns from the Holding Account.....			724	3,422	1,179	1,090	1,329
Total Funding.....			3,724	3,422	1,179	1,090	1,329

Financial Statements

Income Statement

Expenses

The increase in grants and subsidies expense in the 2016-17 Forward Estimate is due mainly to the Browse LNG Project regional benefits package. The increase between the 2014-15 Estimated Actual and the 2015-16 Budget Estimate is due mainly to deferral of Native Title Unit Exploration Incentive grants of $9.2 million.

The increase in supplies and services expense in the 2015-16 Budget Estimate compared to the 2014-15 Estimated Actual is mainly due to the payment of additional professional services funded from a one off incentive allowance of $1.1 million for participating in the Streamlined Budget Process.

Income

The increase in grants and subsidies income in the 2015-16 Budget Estimate compared to the 2014-15 Estimated Actual is due to grant funding of $492,000 from the Western Australian Planning Commission for the Strategic Assessment of the Perth and Peel Regions.

The increase in receipts from the Royalties for Regions (RfR) Regional Community Services Fund is due to an additional $990,000 in the 2015-16 Budget Estimate and $2.9 million in the 2016-17 Forward Estimate for the negotiation of ILUAs and benefits for the Great Kimberley Marine Park.

Statement of Financial Position

The decrease in cash assets in the 2015-16 Budget Estimate compared the 2014-15 Estimated Actual is mainly due to grant payments out of the Land and Equity Fund of $4.1 million.

The increase in the 2014-15 Estimated Actual balance of current Holding Account receivables is higher than the 2014-15 Budget due to the repositioning of the funding to be drawndown in 2015-16 for the State Law Publisher high speed printer of $1.4 million.

The increase in the property, plant and equipment in the 2015-16 Budget Estimate compared to the 2014-15 Estimated Actual is due to the purchase of a high speed printer for the State Law Publisher of $1.4 million, together with additional information technology infrastructure expenditure on the relocation of the secondary data centre of $0.5 million.

The decrease in restricted cash in the 2016-17 Forward Estimate compared to the 2015-16 Budget Estimate is due to the payment of the Browse LNG Trust Account funds to the Economic Development Fund ($10 million) and Indigenous Housing Fund ($20 million).

Statement of Cashflows

The increase in receipts from the RfR Regional Community Services Fund is due to an additional $990,000 in the 2015-16 Budget Estimate and $2.9 million in the 2016-17 Forward Estimate for the negotiation of ILUAs and benefits for the Great Kimberley Marine Park.

INCOME STATEMENT [a]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
COST OF SERVICES							
Expenses							
Employee benefits [b]	82,664	82,583	82,500	82,583	82,219	82,456	82,606
Grants and subsidies [c]	54,706	49,339	35,703	47,776	72,912	39,951	46,564
Supplies and services	30,331	23,490	25,255	28,604	29,090	28,599	27,584
Accommodation	22,325	19,810	19,810	20,172	20,721	21,232	21,735
Depreciation and amortisation	1,765	2,828	2,828	2,597	2,597	2,575	2,575
Other expenses	3,431	2,318	2,387	2,490	2,536	2,591	2,649
TOTAL COST OF SERVICES	195,222	180,368	168,483	184,222	210,075	177,404	183,713
Income							
Sale of goods and services	1,749	2,220	1,620	1,671	1,767	1,889	1,890
Grants and subsidies	420	444	444	949	457	457	457
Other revenue	1,321	959	1,759	1,653	1,558	618	618
Total Income	3,490	3,623	3,823	4,273	3,782	2,964	2,965
NET COST OF SERVICES	191,732	176,745	164,660	179,949	206,293	174,440	180,748
INCOME FROM STATE GOVERNMENT							
Service appropriations	211,286	165,387	155,903	168,752	162,896	164,520	169,777
Resources received free of charge	7,298	5,784	7,298	7,367	7,437	7,437	7,437
Royalties for Regions Fund: Regional Community Services Fund	121	483	85	1,052	2,969	65	67
TOTAL INCOME FROM STATE GOVERNMENT	218,705	171,654	163,286	177,171	173,302	172,022	177,281
SURPLUS/(DEFICIENCY) FOR THE PERIOD	26,973	(5,091)	(1,374)	(2,778)	(32,991)	(2,418)	(3,467)

(a) Full audited financial statements are published in the agency's Annual Report.
(b) The Full Time Equivalents for 2013-14 Actual, 2014-15 Estimated Actual and 2015-16 Budget Estimate are 677, 706 and 708 respectively. In some cases the figures for 2013-14 and 2014-15 may differ from previously published figures due to changes in calculation methodology.
(c) Refer to the Details of Controlled Grants and Subsidies table below for further information.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Browse LNG Precinct Regional Benefits Package	2,220	2,196	2,196	2,266	33,241	2,417	2,496
Community Grants	14,031	6,789	6,789	7,050	6,449	6,449	6,538
Native Title Unit Grants	13,366	18,091	6,675	17,330	10,800	10,615	16,955
Office of Science	25,089	22,263	20,043	20,940	20,367	20,470	20,575
Regional Community Services Fund - Great Kimberley Marine Park	-	-	-	190	2,055	-	-
TOTAL	54,706	49,339	35,703	47,776	72,912	39,951	46,564

STATEMENT OF FINANCIAL POSITION [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CURRENT ASSETS							
Cash assets	30,729	25,210	28,557	25,279	23,188	20,770	17,303
Holding account receivables	2,124	2,022	3,422	1,179	1,090	1,329	1,329
Receivables	2,291	1,416	2,291	2,291	2,291	2,291	2,291
Other	1,118	1,270	1,118	1,118	1,118	1,118	1,118
Total current assets	36,262	29,918	35,388	29,867	27,687	25,508	22,041
NON-CURRENT ASSETS							
Holding account receivables	24,935	25,741	25,741	27,159	28,666	29,912	31,158
Property, plant and equipment	1,307	507	69	2,380	1,718	629	-
Intangibles	790	997	709	709	709	709	-
Restricted cash	33,261	33,867	34,561	32,806	2,206	2,506	2,806
Other	2,237	3,291	4,452	2,966	2,210	1,814	1,906
Total non-current assets	62,530	64,403	65,532	66,020	35,509	35,570	35,870
TOTAL ASSETS	98,792	94,321	100,920	95,887	63,196	61,078	57,911
CURRENT LIABILITIES							
Employee provisions	15,388	13,856	15,388	15,388	15,388	15,388	15,388
Payables	2,869	2,345	2,869	2,869	2,869	2,869	2,869
Other	3,217	3,857	3,717	1,462	1,762	2,062	2,362
Total current liabilities	21,474	20,058	21,974	19,719	20,019	20,319	20,619
NON-CURRENT LIABILITIES							
Employee provisions	3,338	2,933	3,338	3,338	3,338	3,338	3,338
Other	9	1	9	9	9	9	9
Total non-current liabilities	3,347	2,934	3,347	3,347	3,347	3,347	3,347
TOTAL LIABILITIES	24,821	22,992	25,321	23,066	23,366	23,666	23,966
EQUITY							
Contributed equity	12,341	16,025	15,343	15,343	15,343	15,343	15,343
Accumulated surplus/(deficit)	63,593	57,762	62,219	59,441	26,450	24,032	20,565
Reserves	(1,963)	(2,458)	(1,963)	(1,963)	(1,963)	(1,963)	(1,963)
Total equity	73,971	71,329	75,599	72,821	39,830	37,412	33,945
TOTAL LIABILITIES AND EQUITY	98,792	94,321	100,920	95,887	63,196	61,078	57,911

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

STATEMENT OF CASHFLOWS [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	208,936	162,559	153,075	166,155	160,299	161,945	167,202
Capital appropriation	-	3,000	3,000	-	-	-	-
Holding account drawdowns	619	2,124	724	3,422	1,179	1,090	1,329
Royalties for Regions Fund:							
Regional Community Services Fund	121	483	85	1,052	2,969	65	67
Net cash provided by State Government	209,676	168,166	156,884	170,629	164,447	163,100	168,598
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(82,549)	(82,083)	(82,000)	(84,838)	(81,919)	(82,156)	(82,306)
Grants and subsidies	(54,645)	(49,339)	(35,703)	(47,776)	(72,912)	(39,951)	(46,564)
Supplies and services	(22,150)	(17,705)	(17,956)	(21,237)	(21,653)	(21,162)	(20,147)
Accommodation	(22,762)	(19,810)	(19,810)	(20,172)	(20,721)	(21,232)	(21,735)
Other payments	(11,555)	(10,432)	(10,501)	(11,152)	(11,197)	(11,252)	(11,310)
Receipts [(b)]							
Grants and subsidies	633	444	444	949	457	457	457
Sale of goods and services	1,702	2,200	1,600	1,651	1,747	1,869	1,870
GST receipts	9,173	8,114	8,114	8,661	8,661	8,661	8,661
Other receipts	1,594	980	1,780	1,674	1,578	638	638
Net cash from operating activities	(180,559)	(167,631)	(154,032)	(172,240)	(195,959)	(164,128)	(170,436)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(2,427)	(5,124)	(3,724)	(3,422)	(1,179)	(1,090)	(1,329)
Other payments	(1,000)	-	-	-	-	-	-
Proceeds from sale of non-current assets	27	-	-	-	-	-	-
Net cash from investing activities	(3,400)	(5,124)	(3,724)	(3,422)	(1,179)	(1,090)	(1,329)
NET INCREASE/(DECREASE) IN CASH HELD	25,717	(4,589)	(872)	(5,033)	(32,691)	(2,118)	(3,167)
Cash assets at the beginning of the reporting period	38,273	63,666	63,990	63,118	58,085	25,394	23,276
Cash assets at the end of the reporting period	63,990	59,077	63,118	58,085	25,394	23,276	20,109

(a) Full audited financial statements are published in the agency's Annual Report.
(b) A determination by the Treasurer, pursuant to section 23 of the *Financial Management Act 2006*, provides for the retention of some cash receipts by the Department. Refer to the Net Appropriation Determination table below for further information. Other receipts are retained under the authority of other relevant Acts of Parliament.

NET APPROPRIATION DETERMINATION [a]

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Grants and Subsidies							
Commonwealth Grants and Subsidies	633	444	444	457	457	457	457
Strategic Assessment of Perth and Peel Regions	-	-	-	492	-	-	-
Sale of Goods and Services							
State Law Publisher	1,702	2,200	1,600	1,651	1,747	1,869	1,870
GST Receipts							
GST Receipts on Sales	264	329	329	329	329	329	329
GST Receipts from the Australian Taxation Office	8,909	7,785	7,785	8,332	8,332	8,332	8,332
Other Receipts							
All Other Receipts	1,328	980	980	874	758	638	638
Interest - Browse LNG Precinct Project Interest Bearing Trust Account	266	-	800	800	820	-	-
TOTAL	13,102	11,738	11,938	12,935	12,443	11,625	11,626

(a) The moneys received and retained are to be applied to the Department's services as specified in the Budget Statements.

DETAILS OF ADMINISTERED TRANSACTIONS

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
INCOME							
Other							
Appropriations	46,105	15,000	35,000	15,000	15,000	15,000	15,000
TOTAL ADMINISTERED INCOME	46,105	15,000	35,000	15,000	15,000	15,000	15,000
EXPENSES							
Grants to Charitable and Other Public Bodies							
Western Australia Natural Disaster Relief and Recovery Arrangements	45,941	15,000	35,000	15,000	15,000	15,000	15,000
TOTAL ADMINISTERED EXPENSES	45,941	15,000	35,000	15,000	15,000	15,000	15,000

Agency Special Purpose Account Details

NATIVE TITLE HOLDER INCENTIVE FOR MINERAL EXPLORATION AND LAND ACCESS ACCOUNT

Account Purpose: To hold funds for the provision of a financial incentive to Native Title holders who are prepared to endorse a Government ILUA for the purpose of expediting the grant of exploration and prospecting licences and low impact activities in areas where native title rights are recognised.

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000
Opening Balance	2,506	2,506	7,176	7,176
Receipts:				
Appropriations	4,670	4,945	-	9,271
	7,176	7,451	7,176	16,447
Payments	-	7,451	-	9,271
CLOSING BALANCE	7,176	-	7,176	7,176

BROWSE LNG PRECINCT PROJECT AGREEMENT NATIVE TITLE BENEFICIARIES' INTEREST BEARING TRUST ACCOUNT

Account Purpose: Pursuant to clauses 7.2(c), 9.1(b) and 10.1(b) of the Browse LNG Precinct Project Agreement (the Agreement), the sum of $30 million being the State's contribution of $10 million to the Economic Development Fund and $20 million to the Indigenous Housing Fund is to be held in an interest bearing trust account for and on behalf of the new Native Title Party or the Administrative Body, as the case may be, until the Corporate Trustee, referred to in clause 22 of the Agreement, establishes the Economic Development Fund Trust and the Indigenous Housing Fund Trust respectively as contemplated by the Agreement.

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000
Opening Balance	-	30,900	31,166	31,966
Receipts:				
Other	31,166	-	800	800
	31,166	30,900	31,966	32,766
Payments	-	-	-	-
CLOSING BALANCE	31,166	30,900	31,966	32,766

Division 4 Public Sector Commission

Part 2 Premier; Minister for State Development; Science

Appropriations, Expenses and Cash Assets [(a)]

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
DELIVERY OF SERVICES							
Item 7 Net amount appropriated to deliver services	25,380	24,606	24,263	**26,328**	25,289	25,462	25,545
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	1,284	1,117	1,117	**1,150**	1,156	1,156	1,156
Total appropriations provided to deliver services	26,664	25,723	25,380	**27,478**	26,445	26,618	26,701
TOTAL APPROPRIATIONS	26,664	25,723	25,380	**27,478**	26,445	26,618	26,701
EXPENSES							
Total Cost of Services [(b)]	27,231	29,403	28,563	**30,071**	28,496	28,530	28,654
Net Cost of Services	26,159	27,754	27,796	**29,626**	28,051	28,085	28,209
CASH ASSETS [(c)]	8,242	5,693	5,064	**4,518**	4,338	4,151	3,961

(a) Figures for 2013-14 Actual, 2014-15 Budget and 2014-15 Estimated Actual have not been adjusted to reflect the transfer of the Oversight of Minor Misconduct and the Corruption Prevention and Education functions from the Corruption and Crime Commission.
(b) Represents Total Cost of Services (expenses) less retained revenues applied to the agency's services. Reconciliation to the 'Total appropriations provided to deliver services' includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
(c) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2014-15 Budget to Parliament on 8 May 2014, are outlined below:

	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
2015-16 Streamlined Budget Process Incentive Funding	-	480	-	-	-
ICT Savings and Reform	(76)	(157)	(161)	(165)	-
Training Programs	(848)	(958)	(958)	(958)	(958)
Transfer of the Oversight of Minor Misconduct and Corruption Prevention and Education Functions from the Corruption and Crime Commission	-	1,650	1,700	1,740	1,780
Workforce Renewal Policy	(46)	(376)	(771)	(1,185)	(1,620)

Significant Issues Impacting the Agency

- Effective public administration is largely dependent on the community's trust in its integrity and its ability to uphold the public interest. Over the last year, public scrutiny of the inappropriate use of public resources and the adequacy of governance arrangements for government boards and committees has increased. To complement our current responsibilities in strengthening public sector accountability, Parliament transferred responsibility for the oversight of minor misconduct and the corruption prevention and education functions from the Corruption and Crime Commission (CCC) to the Public Sector Commission (the Commission). Public confidence in the transparency of dealings between government representatives and people who lobby on behalf of others will be enhanced through the passage of the Integrity (Lobbyists) Bill 2014 and our implementation of the changes.

- Given that employee related expenses are a significant portion of budget expenditure, it is essential the public sector manages its workforce efficiently and effectively. We will support the Government to implement the *Workforce Reform Act 2014* by overseeing the new redeployment and redundancy framework to assist the public sector to manage its resources with greater flexibility. We will support the Government with the amendments to the *Salaries and Allowance Act 1975* to bring Chief Executive Officers (CEOs) of Government Trading Enterprises under the Salaries and Allowance Tribunal to ensure remuneration is more consistent across the sector. This, along with a heightened focus on CEO performance management, will strengthen the leadership capacity of CEOs to better manage their own workforce and optimise performance and productivity.

- Demands on service delivery and emerging social and fiscal challenges require the public sector to innovate and collaborate to drive public sector renewal. The public sector workforce must have the required capacity to undertake reform and renewal. Through the Centre for Public Sector Excellence we will continue to deliver professional development and employment initiatives to increase employee knowledge, skills and engagement. We will also promote diversity and a culture of inclusiveness within the public sector regardless of gender, age, ethnicity or disability. We will continue to inform Parliament and the community on these issues and the public sector more broadly through the State of the Sector report.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcome	Services
Results-Based Service Delivery: Greater focus on achieving results in key service delivery areas for the benefit of all Western Australians.	An efficient and effective public sector that operates with integrity.	1. Public Sector Leadership 2. Assistance and Support 3. Oversight and Reporting

Service Summary

Expense	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
1. Public Sector Leadership	9,101	9,811	10,445	10,267	9,511	9,371	9,475
2. Assistance and Support	9,361	9,536	9,302	10,976	10,403	10,711	10,593
3. Oversight and Reporting	8,769	10,056	8,816	8,828	8,582	8,448	8,586
Total Cost of Services	27,231	29,403	28,563	30,071	28,496	28,530	28,654

Outcomes and Key Effectiveness Indicators [(a)]

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
Outcome: An efficient and effective public sector that operates with integrity:					
The portion of core clients who indicate that the Commission has delivered policy, assistance and oversight that has assisted them to enhance integrity within their agencies	95%	85%	85%	85%	
The portion of core clients who indicate that the Commission has delivered policy, assistance and oversight that has assisted them to enhance the effectiveness and efficiency of their agencies	90%	85%	85%	85%	
The portion of core clients who indicate that assistance provided by the Commission has helped them to meet their statutory obligations under part IX of the Equal Opportunity Act 1984	78%	75%	75%	75%	
The portion of core clients who indicate that assistance provided by the Commission has helped them to meet their statutory obligations under the Public Interest Disclosure Act 2003	84%	75%	75%	75%	

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

Services and Key Efficiency Indicators

1. Public Sector Leadership [(a)]

This service develops and supports current and future leaders and builds the capacity of the public sector workforce through the delivery of leadership and workforce development products, programs and training.

	2013-14 Actual [(b)]	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	9,101	9,811	10,445	10,267	1
Less Income	900	1,622	748	422	2
Net Cost of Service	8,201	8,189	9,697	9,845	
Employees (Full Time Equivalents)	36	37	38	46	3
Efficiency Indicators					
Average Cost per Leadership Development Product, Program or Training Hour	$135	$140	$137	$87	4
Average Cost per Workforce Development Program, Product or Training Hour	$154	$145	$153	$139	5

(a) Figures for 2013-14 Actual, 2014-15 Budget and 2014-15 Estimated Actual have not been adjusted to reflect the transfer of the oversight of Minor Misconduct and the Corruption Prevention and Education functions from the Corruption and Crime Commission.
(b) With the implementation of a revised Outcome Based Management framework, the 2013-14 Actual results have been recast for comparative purposes.

Explanation of Significant Movements

(Notes)

1. The higher Total Cost of Service between 2014-15 Budget and the 2014-15 Estimated Actual is primarily as a result of transferring senior officers to the Centre of Excellence to develop and deliver initiatives to promote Aboriginal employment and leadership, disability employment and engagement and increase the capability of finance practitioners. The higher Total Cost of Service between 2014-15 Budget and 2015-16 Budget Target is due to the Centre for Excellence's focus on the delivery of more core professional development programs that were not part of the 2014-15 Budget to be delivered by Full Time Equivalents (FTEs) at a lower salary level.
2. The lower Income between 2014-15 Budget and the 2014-15 Estimated Actual is mainly due to a review of the fees and charges and a new suite of professional development. This included a new approach to use senior officers to deliver core programs as opposed to private providers.
3. The main movement in FTEs between 2014-15 Estimated Actual and the 2015-16 Budget Target is due to a reallocation of resources between services to better effect service delivery.
4. The lower Average Cost per Leadership Development Product, Program or Training Hour between 2014-15 Budget and 2015-16 Budget Target is due to the Centre for Excellence's focus on an efficient delivery of established programs by FTEs at a lower salary level.
5. The higher Average Cost per Workforce Development Program, Product or Training Hour between 2014-15 Budget and 2014-15 Estimated Actual is due to the development and early phase implementation of new initiatives and professional development programs. The lower average cost in 2015-16 Budget Target is due to the Centre of Excellence's focus on an efficient delivery of established programs by FTEs at a lower salary level.

2. Assistance and Support [(a)]

This service provides advice, assistance and support to public sector bodies and employees on a range of administration, management, integrity and governance matters.

	2013-14 Actual [(b)]	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	9,361	9,536	9,302	10,976	1
Less Income	135	10	9	10	
Net Cost of Service	9,226	9,526	9,293	10,966	
Employees (Full Time Equivalents)	49	51	47	65	2
Efficiency Indicators					3
Average Cost per Hour of Assistance and Support Provided	$108	$93	$103	$93	
Average Cost per Public Administration, Standards and Integrity Program, Product or Training Hour	$105	$101	$106	$80	

(a) Figures for 2013-14 Actual, 2014-15 Budget and 2014-15 Estimated Actual have not been adjusted to reflect the transfer of the oversight of Minor Misconduct and the Corruption Prevention and Education functions from the Corruption and Crime Commission.

(b) With the implementation of a revised Outcome Based Management framework, the 2013-14 Actual results have been recast for comparative purposes.

Explanation of Significant Movements

(Notes)

1. The higher Total Cost of Service between 2014-15 Estimated Actual and the 2015-16 Budget Target is due to an increase in costs associated with the transfer of the oversight of Minor Misconduct and the Corruption Prevention and Education functions from the CCC.

2. The main movement in FTEs between 2014-15 Estimated Actual and the 2015-16 Budget Target relates to the transfer of the oversight of Minor Misconduct and the Corruption Prevention and Education functions from the CCC.

3. The lower Average Cost per Hour of Assistance and Support Provided and the lower Average Cost per Public Administration, Standards and Integrity Program, Product or Training Hour between the 2014-15 Estimated Actual and 2015-16 Budget Target is due to an increased output as a result of the implementation of the transfer of the oversight of Minor Misconduct and the Corruption Prevention and Education functions from the CCC.

3. Oversight and Reporting [(a)]

This service progresses changes to legislation and develops policies to improve public administration and management and provides independent oversight to monitor and report to Parliament and Ministers on compliance with the *Public Sector Management Act 1994*, the *Corruption and Crime Commission Act 2003*, the *Public Interest Disclosure Act 2003* and part IX of the *Equal Opportunity Act 1984*.

	2013-14 Actual [(b)]	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	8,769	10,056	8,816	8,828	1
Less Income	37	17	10	13	
Net Cost of Service	8,732	10,039	8,806	8,815	
Employees (Full Time Equivalents)	50	62	46	51	2
Efficiency Indicators					
Average Cost per Hour Addressing Legislative and Policy Development	$109	$93	$116	$95	3
Average Cost per Hour of Performance and Oversight Activity	$99	$89	$100	$93	4
Percentage of Oversight Actions Completed within Target Timeframes	91	90	87	90	

(a) Figures for 2013-14 Actual, 2014-15 Budget and 2014-15 Estimated Actual have not been adjusted to reflect the transfer of the oversight of Minor Misconduct and the Corruption Prevention and Education functions from the Corruption and Crime Commission.
(b) With the implementation of a revised Outcome Based Management framework, the 2013-14 Actual results have been recast for comparative purposes.

Explanation of Significant Movements

(Notes)

1. The lower Total Cost of Service between 2014-15 Budget and 2014-15 Estimated Actual is mainly due to an internal restructure to better effect service delivery.

2. The main movement in FTEs between 2014-15 Budget and the 2014-15 Estimated Actual is a result of an internal restructure to enhance service delivery. The main movement in FTEs between 2014-15 Budget and the 2015-16 Budget Target relates to the transfer of the oversight of Minor Misconduct and the Corruption Prevention and Education functions from the CCC.

3. The higher Average Cost per Hour Addressing Legislative and Policy Development between 2014-15 Budget and 2014-15 Estimated Actual is due to the increase in complexity of work involved in the legislative program. The lower Average Cost per hour Addressing Legislative and Policy Development between 2014-15 Estimated Actual and 2015-16 Budget Target is due to an increased output as a result of the implementation of the transfer of the oversight of Minor Misconduct and the Corruption Prevention and Education functions from the CCC.

4. The higher Average Cost per Hour of Performance and Oversight Activity between 2014-15 Budget and 2014-15 Estimated Actual is due to an increase in the complexity of work involved in the oversight program. The lower Average Cost per Hour of Performance and Oversight Activity between 2014-15 Estimated Actual and 2015-16 Budget Target is due to an increased output as a result of the implementation of the transfer of the oversight of Minor Misconduct and the Corruption Prevention and Education functions from the CCC.

Asset Investment Program

	Estimated Total Cost $'000	Estimated Expenditure to 30-6-15 $'000	2014-15 Estimated Expenditure $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
COMPLETED WORKS							
Asset Replacement - Computer Hardware							
2014-15 Program	33	33	33	-	-	-	-
Furniture and Office Equipment - 2014-15 Program	17	17	17	-	-	-	-
Replacement of Computing Equipment - 2014-15 Program	123	123	123	-	-	-	-
Royalties for Regions - Strategic Directions	27	27	27	-	-	-	-
Software Enhancement - Resolve Workflow							
Management System	135	135	135	-	-	-	-
NEW WORKS							
Asset Replacement - Computer Hardware							
2015-16 Program	33	-	-	33	-	-	-
2016-17 Program	68	-	-	-	68	-	-
Furniture and Office Equipment							
2015-16 Program	17	-	-	17	-	-	-
2016-17 Program	77	-	-	-	77	-	-
Replacement of Computing Equipment							
2015-16 Program	123	-	-	123	-	-	-
2016-17 Program	28	-	-	-	28	-	-
2017-18 Program	138	-	-	-	-	138	-
2018-19 Program	104	-	-	-	-	-	104
Total Cost of Asset Investment Program	923	335	335	173	173	138	104
FUNDED BY							
Drawdowns from the Holding Account			173	173	173	138	104
Internal Funds and Balances			135	-	-	-	-
Other			27	-	-	-	-
Total Funding			335	173	173	138	104

Financial Statements

Income Statement

Expenses

The Income Statement shows an increase in Total Cost of Services of $1.5 million between the 2015-16 Budget Estimate at $30.1 million compared to the 2014-15 Estimated Actual of $28.6 million. This mainly reflects the transfer of the oversight of Minor Misconduct and the Corruption Prevention and Education functions from the Corruption and Crime Commission and Streamlined Budget Process incentive funding. This is partly offset by the Workforce Renewal Policy and the ICT Savings and Reform.

Income

The total income is estimated to be $0.4 million, a reduction of $0.3 million (42%) between 2015-16 Budget Estimate and the 2014-15 Estimated Actual. This mainly relates to the outcome of a tender process in 2014 where the Queensland University of Technology was contracted to develop a new curriculum for the Public Sector Management Program (PSMP) and to deliver the program nationally. This has resulted in the delivery of the PSMP being transferred to the Queensland University of Technology from 1 January 2015.

INCOME STATEMENT [a]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
COST OF SERVICES							
Expenses							
Employee benefits [b]	19,023	19,093	19,588	21,442	20,658	20,750	20,854
Grants and subsidies [c]	1,150	307	357	589	341	591	341
Supplies and services	4,681	7,203	5,736	5,058	4,538	4,292	4,598
Accommodation	2,046	2,325	2,325	2,389	2,454	2,454	2,455
Depreciation and amortisation	221	331	331	359	266	206	169
Other expenses	110	144	226	234	239	237	237
TOTAL COST OF SERVICES	27,231	29,403	28,563	30,071	28,496	28,530	28,654
Income							
Sale of goods and services	660	1,541	659	337	337	337	337
Grants and subsidies	-	78	-	-	-	-	-
Other revenue	412	30	108	108	108	108	108
Total Income	1,072	1,649	767	445	445	445	445
NET COST OF SERVICES	26,159	27,754	27,796	29,626	28,051	28,085	28,209
INCOME FROM STATE GOVERNMENT							
Service appropriations	26,664	25,723	25,380	27,478	26,445	26,618	26,701
Resources received free of charge	1,565	1,343	1,343	1,358	1,346	1,346	1,346
Royalties for Regions Fund:							
Regional Community Services Fund	179	713	1,022	669	42	43	44
TOTAL INCOME FROM STATE GOVERNMENT	28,408	27,779	27,745	29,505	27,833	28,007	28,091
SURPLUS/(DEFICIENCY) FOR THE PERIOD	2,249	25	(51)	(121)	(218)	(78)	(118)

(a) Full audited financial statements are published in the agency's Annual Report. Figures for 2013-14 Actual, 2014-15 Budget and 2014-15 Estimated Actual have not been adjusted to reflect the transfer of the oversight of Minor Misconduct and the Corruption Prevention and Education functions from the Corruption and Crime Commission.

(b) The Full Time Equivalents for 2013-14 Actual, 2014-15 Estimated Actual and 2015-16 Budget Estimate are 135, 131 and 162 respectively. In some cases the figures for 2013-14 and 2014-15 may differ from previously published figures due to changes in calculation methodology.

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

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Grant to Goldfields-Esperance Commission	232	-	-	-	-	-	-
Indigenous Employment Traineeships	25	74	74	76	78	78	78
Public Sector Programs	9	30	50	30	30	30	30
Western Australian Leadership Program	884	203	233	483	233	483	233
TOTAL	1,150	307	357	589	341	591	341

STATEMENT OF FINANCIAL POSITION [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CURRENT ASSETS							
Cash assets	7,685	5,019	4,385	4,518	4,267	4,004	3,738
Restricted cash	-	-	5	-	-	-	-
Holding account receivables	173	173	173	173	138	104	-
Receivables	709	773	713	698	694	694	694
Other	608	628	606	630	615	615	615
Total current assets	9,175	6,593	5,882	6,019	5,714	5,417	5,047
NON-CURRENT ASSETS							
Holding account receivables	6,469	6,848	6,627	6,813	6,941	7,043	7,212
Property, plant and equipment	76	167	167	198	174	150	103
Intangibles	348	150	278	78	27	-	-
Restricted cash	557	674	674	-	71	147	223
Other	115	93	98	81	63	46	28
Total non-current assets	7,565	7,932	7,844	7,170	7,276	7,386	7,566
TOTAL ASSETS	16,740	14,525	13,726	13,189	12,990	12,803	12,613
CURRENT LIABILITIES							
Employee provisions	3,951	4,322	3,919	3,885	3,851	3,851	3,851
Payables	897	1,407	932	1,092	1,035	926	854
Other	518	717	715	139	215	215	215
Total current liabilities	5,366	6,446	5,566	5,116	5,101	4,992	4,920
NON-CURRENT LIABILITIES							
Employee provisions	1,051	752	1,083	1,117	1,151	1,151	1,151
Other	6	-	6	6	6	6	6
Total non-current liabilities	1,057	752	1,089	1,123	1,157	1,157	1,157
TOTAL LIABILITIES	6,423	7,198	6,655	6,239	6,258	6,149	6,077
EQUITY							
Contributed equity	(6,752)	(6,752)	(9,947)	(9,947)	(9,947)	(9,947)	(9,947)
Accumulated surplus/(deficit)	17,069	14,079	17,018	16,897	16,679	16,601	16,483
Total equity	10,317	7,327	7,071	6,950	6,732	6,654	6,536
TOTAL LIABILITIES AND EQUITY	16,740	14,525	13,726	13,189	12,990	12,803	12,613

(a) Full audited financial statements are published in the agency's Annual Report. Figures for 2013-14 Actual, 2014-15 Budget and 2014-15 Estimated Actual have not been adjusted to reflect the transfer of the oversight of Minor Misconduct and the Corruption Prevention and Education functions from the Corruption and Crime Commission.

STATEMENT OF CASHFLOWS [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	26,116	25,171	25,049	27,119	26,179	26,412	26,532
Holding account drawdowns	164	173	173	173	173	138	104
Royalties for Regions Fund:							
Regional Community Services Fund	179	713	1,049	669	42	43	44
Receipts paid into Consolidated Account	-	-	(3,222)	-	-	-	-
Net cash provided by State Government	26,459	26,057	23,049	27,961	26,394	26,593	26,680
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(19,149)	(19,006)	(19,391)	(22,019)	(20,581)	(20,750)	(20,852)
Grants and subsidies	(1,150)	(307)	(357)	(589)	(341)	(591)	(341)
Supplies and services	(3,753)	(5,731)	(4,374)	(3,557)	(3,240)	(3,055)	(3,327)
Accommodation	(2,046)	(2,325)	(2,325)	(2,389)	(2,454)	(2,454)	(2,454)
Other payments	(1,017)	(817)	(899)	(818)	(735)	(739)	(739)
Receipts [(b)]							
Grants and subsidies	-	78	-	-	-	-	-
Sale of goods and services	851	1,541	659	337	337	337	337
GST receipts	778	687	687	593	505	502	502
Other receipts	478	30	108	108	108	108	108
Net cash from operating activities	(25,008)	(25,850)	(25,892)	(28,334)	(26,401)	(26,642)	(26,766)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(167)	(173)	(335)	(173)	(173)	(138)	(104)
Net cash from investing activities	(167)	(173)	(335)	(173)	(173)	(138)	(104)
NET INCREASE/(DECREASE) IN CASH HELD	1,284	34	(3,178)	(546)	(180)	(187)	(190)
Cash assets at the beginning of the reporting period	6,958	5,659	8,242	5,064	4,518	4,338	4,151
Cash assets at the end of the reporting period	8,242	5,693	5,064	4,518	4,338	4,151	3,961

(a) Full audited financial statements are published in the agency's Annual Report. Figures for 2013-14 Actual, 2014-15 Budget and 2014-15 Estimated Actual have not been adjusted to reflect the transfer of the oversight of Minor Misconduct and the Corruption Prevention and Education functions from the Corruption and Crime Commission.

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

NET APPROPRIATION DETERMINATION [a]

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Grants and Subsidies							
Direct Grants and Subsidies Received from Commonwealth - Recurrent	-	78	-	-	-	-	-
Sale of Goods and Services							
Receipts - Sale of Goods and Services	851	1,541	659	337	337	337	337
GST Receipts							
GST Input Credits	715	600	600	506	418	415	415
GST Receipts on Sales	63	87	87	87	87	87	87
Other Receipts							
Other Receipts	478	30	108	108	108	108	108
TOTAL	2,107	2,336	1,454	1,038	950	947	947

(a) The moneys received and retained are to be applied to the Commission's services as specified in the Budget Statements.

Gold Corporation

Part 2 Premier; Minister for State Development; Science

Asset Investment Program

The Corporation's Asset Investment Program for 2015-16 and across the forward estimates period totals $28.4 million.

This supports the delivery of its services and the rolling program to update the Corporation's plant and equipment, and computer software. The Corporation will continue the replacement of the Enterprise Resource Planning Software, which plays an important role in managing the Corporation's finances.

	Estimated Total Cost $'000	Estimated Expenditure to 30-6-15 $'000	2014-15 Estimated Expenditure $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
WORKS IN PROGRESS							
Computer Software Replacement Program	9,991	4,691	3,580	500	500	1,500	1,000
Enterprise Resource Planning Software Replacement Program	9,824	2,124	1,300	2,500	2,000	1,000	1,500
Plant and Equipment Replacement Program	37,161	15,831	7,892	6,315	4,930	3,280	3,385
COMPLETED WORKS							
Silver Blank Production Facility	9,116	9,116	8,520	-	-	-	-
Total Cost of Asset Investment Program	66,092	31,762	21,292	9,315	7,430	5,780	5,885
FUNDED BY							
Internal Funds and Balances			21,292	9,315	7,430	5,780	5,885
Total Funding			21,292	9,315	7,430	5,780	5,885

Division 5 Governor's Establishment

Part 2 Premier; Minister for State Development; Science

Appropriations, Expenses and Cash Assets

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
DELIVERY OF SERVICES							
Item 8 Net amount appropriated to deliver services	1,372	1,401	1,401	**1,605**	1,607	1,585	1,571
Amount Authorised by Other Statutes							
- Governor's Establishment Act 1992	2,747	2,780	2,780	**2,822**	2,836	2,836	2,915
- Salaries and Allowances Act 1975	483	490	490	**490**	490	512	512
Total appropriations provided to deliver services	4,602	4,671	4,671	**4,917**	4,933	4,933	4,998
TOTAL APPROPRIATIONS	4,602	4,671	4,671	**4,917**	4,933	4,933	4,998
EXPENSES							
Total Cost of Services	4,101	4,809	4,612	**4,818**	4,914	4,992	5,095
Net Cost of Services (a)	3,999	4,694	4,497	**4,703**	4,799	4,877	4,980
CASH ASSETS (b)	1,529	403	807	**727**	740	618	558

(a) Represents Total Cost of Services (expenses) less retained revenues applied to the agency's services. Reconciliation to the 'Total appropriations provided to deliver services' includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2014-15 Budget to Parliament on 8 May 2014, are outlined below:

	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
2015-16 Streamlined Budget Process Incentive Funding	-	22	-	-	-

Significant Issues Impacting the Agency

- Her Excellency the Honourable Kerry Sanderson AO was sworn into office in October 2014.
- Preservation and appropriate use and presentation of Government House, the Ballroom, and grounds will continue in accordance with the Conservation and Management Plan.
- The full-time management of the Government House Ballroom will be continued in order to operate as a venue to support the Office of the Governor, the Government and it will also be available for some public community events.

Outcomes, Services and Key Performance Information

Desired Outcome	Services
Support the Governor and management of the Governor's Establishment.	1. Effective Support to the Governor 2. Management of the Governor's Establishment

Service Summary

Expense	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
1. Effective Support to the Governor.....	944	1,057	969	1,180	1,228	1,348	1,427
2. Management of the Governor's Establishment.....	3,157	3,752	3,643	3,638	3,686	3,644	3,668
Total Cost of Services	4,101	4,809	4,612	4,818	4,914	4,992	5,095

Services and Key Efficiency Indicators

1. Effective Support to the Governor

Support the Governor in performing the constitutional, statutory, official, ceremonial, community and civic duties associated with the Governor's role.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service.....	944	1,057	969	1,180	
Less Income	-	-	-	-	
Net Cost of Service	944	1,057	969	1,180	
Employees (Full Time Equivalents).....	3	5	4	5	

2. Management of the Governor's Establishment

Effectively manage the financial and administrative requirements of the Establishment including Asset Investment Program, heritage building management, planning and coordinating official visits, and provision of hospitality on behalf of the State.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service.....	3,157	3,752	3,643	3,638	
Less Income	102	115	115	115	
Net Cost of Service	3,055	3,637	3,528	3,523	
Employees (Full Time Equivalents).....	23	25	26	25	

Asset Investment Program

	Estimated Total Cost $'000	Estimated Expenditure to 30-6-15 $'000	2014-15 Estimated Expenditure $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
WORKS IN PROGRESS							
Government House Restoration and Refurbishment							
Conservation	102	18	18	84	-	-	-
Building Works	367	11	11	85	78	77	116
Property, Plant and Equipment Upgrades							
Security	140	44	44	50	46	-	-
Signage	67	59	59	8	-	-	-
COMPLETED WORKS							
Government House Restoration and Refurbishment							
Building Maintenance	208	208	198	-	-	-	-
Disability Accessibility Improvement	24	24	24	-	-	-	-
Maintenance Program	200	200	6	-	-	-	-
Grounds Facilities	458	458	428	-	-	-	-
Property, Plant and Equipment Upgrades							
Accommodation and Furnishing	33	33	33	-	-	-	-
Equipment	7	7	7	-	-	-	-
Information Technology Upgrades and Software	191	191	191	-	-	-	-
Rationalisation of Services	40	40	40	-	-	-	-
NEW WORKS							
Property, Plant and Equipment Upgrades							
Air-conditioning Replacement	59	-	-	59	-	-	-
Equipment	194	-	-	-	55	139	-
Total Cost of Asset Investment Program	2,090	1,293	1,059	286	179	216	116
FUNDED BY							
Drawdowns from the Holding Account			-	59	-	-	-
Internal Funds and Balances			1,059	227	179	216	116
Total Funding			1,059	286	179	216	116

Financial Statements

INCOME STATEMENT [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
COST OF SERVICES							
Expenses							
Employee benefits [(b)]	3,118	3,560	3,253	3,340	3,404	3,470	3,571
Supplies and services	433	743	526	568	565	585	596
Accommodation	206	162	345	355	397	411	437
Depreciation and amortisation	319	293	421	472	461	433	396
Other expenses	25	51	67	83	87	93	95
TOTAL COST OF SERVICES	4,101	4,809	4,612	4,818	4,914	4,992	5,095
Income							
Sale of goods and services	100	115	115	115	115	115	115
Other revenue	2	-	-	-	-	-	-
Total Income	102	115	115	115	115	115	115
NET COST OF SERVICES	3,999	4,694	4,497	4,703	4,799	4,877	4,980
INCOME FROM STATE GOVERNMENT							
Service appropriations	4,602	4,671	4,671	4,917	4,933	4,933	4,998
Resources received free of charge	12	30	15	30	30	30	30
TOTAL INCOME FROM STATE GOVERNMENT	4,614	4,701	4,686	4,947	4,963	4,963	5,028
SURPLUS/(DEFICIENCY) FOR THE PERIOD	615	7	189	244	164	86	48

(a) Full audited financial statements are published in the agency's Annual Report.
(b) The Full Time Equivalents for 2013-14 Actual, 2014-15 Estimated Actual and 2015-16 Budget Estimate are 26, 30 and 30 respectively. In some cases the figures for 2013-14 and 2014-15 may differ from previously published figures due to changes in calculation methodology.

STATEMENT OF FINANCIAL POSITION [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CURRENT ASSETS							
Cash assets	1,427	314	693	727	713	564	477
Restricted cash	-	-	114	-	-	-	-
Receivables	13	19	13	13	13	13	13
Other	4	57	4	4	4	4	4
Total current assets	1,444	390	824	744	730	581	494
NON-CURRENT ASSETS							
Holding account receivables	728	1,021	1,021	1,431	1,889	2,319	2,712
Property, plant and equipment	33,344	25,537	34,016	33,868	33,605	33,406	33,137
Restricted cash	102	89	-	-	27	54	81
Other	799	864	765	727	708	690	679
Total non-current assets	34,973	27,511	35,802	36,026	36,229	36,469	36,609
TOTAL ASSETS	36,417	27,901	36,626	36,770	36,959	37,050	37,103
CURRENT LIABILITIES							
Employee provisions	335	290	335	335	335	335	335
Payables	28	1	28	28	28	28	28
Other	82	122	102	2	27	32	37
Total current liabilities	445	413	465	365	390	395	400
NON-CURRENT LIABILITIES							
Employee provisions	86	128	86	86	86	86	86
Other	1	-	1	1	1	1	1
Total non-current liabilities	87	128	87	87	87	87	87
TOTAL LIABILITIES	532	541	552	452	477	482	487
EQUITY							
Contributed equity	3,635	3,635	3,635	3,635	3,635	3,635	3,635
Accumulated surplus/(deficit)	2,331	2,105	2,520	2,764	2,928	3,014	3,062
Reserves	29,919	21,620	29,919	29,919	29,919	29,919	29,919
Total equity	35,885	27,360	36,074	36,318	36,482	36,568	36,616
TOTAL LIABILITIES AND EQUITY	36,417	27,901	36,626	36,770	36,959	37,050	37,103

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

STATEMENT OF CASHFLOWS [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	4,330	4,378	4,378	4,448	4,475	4,503	4,605
Holding account drawdowns	64	-	-	59	-	-	-
Net cash provided by State Government	4,394	4,378	4,378	4,507	4,475	4,503	4,605
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(3,052)	(3,560)	(3,238)	(3,445)	(3,384)	(3,470)	(3,571)
Supplies and services	(414)	(713)	(511)	(538)	(535)	(555)	(566)
Accommodation	(265)	(162)	(345)	(355)	(397)	(411)	(437)
Other payments	(94)	(109)	(125)	(141)	(145)	(151)	(153)
Receipts [(b)]							
Sale of goods and services	97	115	115	115	115	115	115
GST receipts	77	63	63	63	63	63	63
Net cash from operating activities	(3,651)	(4,366)	(4,041)	(4,301)	(4,283)	(4,409)	(4,549)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(98)	(776)	(1,059)	(286)	(179)	(216)	(116)
Proceeds from sale of non-current assets	2	-	-	-	-	-	-
Net cash from investing activities	(96)	(776)	(1,059)	(286)	(179)	(216)	(116)
NET INCREASE/(DECREASE) IN CASH HELD	647	(764)	(722)	(80)	13	(122)	(60)
Cash assets at the beginning of the reporting period	882	1,167	1,529	807	727	740	618
Cash assets at the end of the reporting period	1,529	403	807	727	740	618	558

(a) Full audited financial statements are published in the agency's Annual Report.
(b) A determination by the Treasurer, pursuant to section 23 of the *Financial Management Act 2006*, provides for the retention of some cash receipts by the Establishment. Refer to the Net Appropriation Determination table below for further information. Other receipts are retained under the authority of other relevant Acts of Parliament.

NET APPROPRIATION DETERMINATION [(a)]

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Sale of Goods and Services							
Sale of Goods and Services	97	115	115	115	115	115	115
GST Receipts							
GST Input Credits	77	63	63	63	63	63	63
TOTAL	174	178	178	178	178	178	178

(a) The moneys received and retained are to be applied to the Establishment's services as specified in the Budget Statements.

Lotteries Commission

Part 2 Premier; Minister for State Development; Science

Asset Investment Program

The Commission's Asset Investment Program in 2015-16 totals $7.9 million, which includes capital expenditure on the Retail Transformation Program (RTP). The total capital cost of the RTP is $14.8 million, which supports the refresh of Lotterywest's retail image and the replacement of ageing technology with modern gaming facilities.

In addition, funding has been provided for critical building maintenance works and replacement of general information technology (IT) infrastructure associated with the operational and gaming systems.

	Estimated Total Cost $'000	Estimated Expenditure to 30-6-15 $'000	2014-15 Estimated Expenditure $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
WORKS IN PROGRESS							
IT Projects							
Automated Patching Solutions	400	100	100	300	-	-	-
Computer Hardware and Software Replacement	800	100	100	250	100	250	100
Mobile Access: Stage 2 - Mobile Apps	600	300	300	100	100	100	-
Security Framework	800	100	100	250	250	100	100
Retail Transformation Program	14,826	12,208	11,608	2,618	-	-	-
Software Development							
SAP Customer Relationship Management Enhancement and Redesign	350	150	150	200	-	-	-
COMPLETED WORKS							
Building Maintenance Work	1,382	1,382	1,128	-	-	-	-
IT Projects							
Corporate Storage Area Network Refresh (non-Gaming Operating System (GOS))	600	600	600	-	-	-	-
Exchange Replacement	70	70	70	-	-	-	-
GOS Rationalisation - 2014-15 Program	300	300	300	-	-	-	-
Wide Area Network (WAN) End Routers - 2014-15 Program	1,100	1,100	1,100	-	-	-	-
Land and Buildings - Building Works - 2014-15 Program	850	850	850	-	-	-	-
New Gaming/Lotto Games - 2014-15 Program	624	624	624	-	-	-	-
Plant and Equipment - 2014-15 Program	100	100	100	-	-	-	-
Software Development							
Project Office Portfolio Management System	200	200	200	-	-	-	-
SAP Governance Role Controls	250	250	250	-	-	-	-
SAP Mobile Access	150	150	150	-	-	-	-
NEW WORKS							
IT Projects							
Bring Your Own Device	200	-	-	-	200	-	-
Corporate Firewall Replacement	300	-	-	-	300	-	-
Corporate Network Refresh	450	-	-	450	-	-	-
Fire System Upgrade	150	-	-	150	-	-	-
GOS Rationalisation - 2015-16 Program	1,000	-	-	1,000	-	-	-
Mobile Access - 2018-19 Program	100	-	-	-	-	-	100
Replace Smartform Technology	450	-	-	300	50	50	50
Server Infrastructure Refresh	700	-	-	-	100	600	-
Server Room Air Conditioning Upgrade	700	-	-	100	400	200	-
WAN End Routers	1,000	-	-	-	-	-	1,000
Land and Buildings							
2015-16 Program	1,130	-	-	1,130	-	-	-
2016-17 Program	996	-	-	-	996	-	-
2017-18 Program	500	-	-	-	-	500	-
2018-19 Program	500	-	-	-	-	-	500
New Gaming/Lotto Games							
2015-16 Program	566	-	-	566	-	-	-
2016-17 Program	500	-	-	-	500	-	-
2017-18 Program	500	-	-	-	-	500	-
2018-19 Program	500	-	-	-	-	-	500

	Estimated Total Cost $'000	Estimated Expenditure to 30-6-15 $'000	2014-15 Estimated Expenditure $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Plant and Equipment							
2015-16 Program	200	-	-	200	-	-	-
2016-17 Program	300	-	-	-	300	-	-
2017-18 Program	200	-	-	-	-	200	-
2018-19 Program	200	-	-	-	-	-	200
Telephone Systems Upgrade	400	-	-	-	400	-	-
Software Development							
Electronic Document and Records Management System	260	-	-	-	260	-	-
SAP Business Intelligence Development	500	-	-	250	250	-	-
SAP Grants Management System Enhancements	500	-	-	-	500	-	-
Total Cost of Asset Investment Program	36,204	18,584	17,730	7,864	4,706	2,500	2,550
FUNDED BY							
Internal Funds and Balances			17,730	7,864	4,706	2,500	2,550
Total Funding			17,730	7,864	4,706	2,500	2,550

Division 6 Salaries and Allowances Tribunal

Part 2 Premier; Minister for State Development; Science

Appropriations, Expenses and Cash Assets

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
DELIVERY OF SERVICES							
Item 9 Net amount appropriated to deliver services	995	1,023	1,023	**1,077**	1,084	1,111	1,139
Total appropriations provided to deliver services	995	1,023	1,023	**1,077**	1,084	1,111	1,139
TOTAL APPROPRIATIONS	995	1,023	1,023	**1,077**	1,084	1,111	1,139
EXPENSES							
Total Cost of Services	787	1,041	1,041	**1,099**	1,102	1,129	1,157
Net Cost of Services [(a)]	784	1,038	1,038	**1,096**	1,099	1,126	1,154
CASH ASSETS [(b)]	1,054	878	1,065	**1,071**	1,081	1,091	1,097

(a) Represents Total Cost of Services (expenses) less retained revenues applied to the agency's services. Reconciliation to the 'Total appropriations provided to deliver services' includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2014-15 Budget to Parliament on 8 May 2014, are outlined below:

	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
2015-16 Streamlined Budget Process Incentive Funding	-	21	-	-	-

Significant Issues Impacting the Agency

- The Tribunal's determinations into Local Government Chief Executive Officers' (CEOs) remuneration and Local Government elected members fees, allowances and expenses will now include CEOs and elected representatives from the Cocos Island and Christmas Island Local Governments.
- Cabinet has approved drafting of legislation that will bring CEOs of Government Trading Enterprises within the Salaries and Allowances Tribunal's jurisdiction.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Desired Outcome	Service
A fair and equitable system of remuneration for the Governor, Members of Parliament, Senior Government Officers, Local Government Chief Executive Officers (CEOs), Judicial and Magisterial Officers, superannuation benefits for Members of Parliament and fees, expenses and allowances for Local Government elected council members.	1. Support Services to the Salaries and Allowances Tribunal

Service Summary

Expense	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
1. Support Services to the Salaries and Allowances Tribunal.....	787	1,041	1,041	1,099	1,102	1,129	1,157
Total Cost of Services	787	1,041	1,041	1,099	1,102	1,129	1,157

Outcomes and Key Effectiveness Indicators

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
Outcome: A fair and equitable system of remuneration for the Governor, Members of Parliament, Senior Government Officers, Local Government Chief Executive Officers (CEOs), Judicial and Magisterial Officers, superannuation benefits for Members of Parliament and fees, expenses and allowances for Local Government elected council members:					
Quantity - Determinations/Reports	25	36	30	30	
Quality - Tribunal satisfaction with the quality of service provided.	100%	100%	100%	100%	
Timeliness - Tribunal satisfaction with timeliness of service provided.....	100%	100%	100%	100%	
The extent to which the Salaries and Allowances Tribunal is satisfied with the support services provided.	100%	100%	100%	100%	

Services and Key Efficiency Indicators

1. Support Services to the Salaries and Allowances Tribunal

Support services assist the Tribunal to:

- determine the remuneration paid or provided to holders of certain public offices including the Governor, Members of Parliament, Senior Government Officers, Industrial Relations Commissioners, full-time members of the State Administrative Tribunal, local government CEOs, to determine certain matters relating to the superannuation benefits for Members of Parliament; to determine the fees, expenses and allowances to be paid or reimbursed to local government elected council members; and
- report on remuneration to be paid or provided to members of the Judiciary and Magistracy.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	787	1,041	1,041	1,099	
Less Income	3	3	3	3	
Net Cost of Service	784	1,038	1,038	1,096	
Employees (Full Time Equivalents)	3	3	3	3	
Efficiency Indicators					
Cost (Efficiency) - Average Cost per Determination Report [(a)]	$31,480	$28,833	$34,700	$36,633	

(a) A lower than expected number of determinations in 2014-15 has resulted in a higher cost per Determination in the financial year.

Asset Investment Program

	Estimated Total Cost $'000	Estimated Expenditure to 30-6-15 $'000	2014-15 Estimated Expenditure $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
COMPLETED WORKS							
Asset Replacement - 2014-15 Program	15	15	15	-	-	-	-
Total Cost of Asset Investment Program	15	15	15	-	-	-	-
FUNDED BY							
Internal Funds and Balances			15	-	-	-	-
Total Funding			15	-	-	-	-

Financial Statements

INCOME STATEMENT
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
COST OF SERVICES							
Expenses							
Employee benefits [(a)]	552	486	486	533	513	525	538
Supplies and services	84	387	382	386	423	438	455
Accommodation	135	136	136	141	143	143	143
Depreciation and amortisation	16	32	32	33	17	17	15
Other expenses	-	-	5	6	6	6	6
TOTAL COST OF SERVICES	787	1,041	1,041	1,099	1,102	1,129	1,157
Income							
Other revenue	3	3	3	3	3	3	3
Total Income	3	3	3	3	3	3	3
NET COST OF SERVICES	784	1,038	1,038	1,096	1,099	1,126	1,154
INCOME FROM STATE GOVERNMENT							
Service appropriations	995	1,023	1,023	1,077	1,084	1,111	1,139
Resources received free of charge	-	15	15	15	15	15	15
TOTAL INCOME FROM STATE GOVERNMENT	995	1,038	1,038	1,092	1,099	1,126	1,154
SURPLUS/(DEFICIENCY) FOR THE PERIOD	211	-	-	(4)	-	-	-

(a) The Full Time Equivalents for 2013-14 Actual, 2014-15 Estimated Actual and 2015-16 Budget Estimate are 3, 3 and 3 respectively. In some cases the figures for 2013-14 and 2014-15 may differ from previously published figures due to changes in calculation methodology.

STATEMENT OF FINANCIAL POSITION
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CURRENT ASSETS							
Cash assets	1,036	860	1,045	1,071	1,079	1,089	1,095
Receivables	105	8	105	106	106	106	106
Other	-	4	-	-	-	-	-
Total current assets	1,141	872	1,150	1,177	1,185	1,195	1,201
NON-CURRENT ASSETS							
Holding account receivables	27	48	36	45	54	63	72
Property, plant and equipment	-	13	13	10	6	2	-
Restricted cash	18	18	20	-	2	2	2
Other	142	98	112	82	69	56	43
Total non-current assets	187	177	181	137	131	123	117
TOTAL ASSETS	1,328	1,049	1,331	1,314	1,316	1,318	1,318
CURRENT LIABILITIES							
Employee provisions	130	132	130	130	130	130	130
Payables	78	11	79	79	79	79	79
Other	23	24	25	12	14	16	16
Total current liabilities	231	167	234	221	223	225	225
NON-CURRENT LIABILITIES							
Employee provisions	12	7	12	12	12	12	12
Total non-current liabilities	12	7	12	12	12	12	12
TOTAL LIABILITIES	243	174	246	233	235	237	237
EQUITY							
Accumulated surplus/(deficit)	1,085	875	1,085	1,081	1,081	1,081	1,081
Total equity	1,085	875	1,085	1,081	1,081	1,081	1,081
TOTAL LIABILITIES AND EQUITY	1,328	1,049	1,331	1,314	1,316	1,318	1,318

STATEMENT OF CASHFLOWS
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	998	1,014	1,014	1,068	1,075	1,102	1,130
Net cash provided by State Government	998	1,014	1,014	1,068	1,075	1,102	1,130
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(634)	(484)	(484)	(546)	(511)	(523)	(538)
Supplies and services	(16)	(371)	(366)	(372)	(408)	(423)	(440)
Accommodation	(135)	(136)	(136)	(141)	(143)	(143)	(143)
Other payments	(30)	(54)	(59)	(61)	(64)	(64)	(64)
Receipts [(a)]							
GST receipts	22	54	54	55	58	58	58
Other receipts	3	3	3	3	3	3	3
Net cash from operating activities	(790)	(988)	(988)	(1,062)	(1,065)	(1,092)	(1,124)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(53)	(15)	(15)	-	-	-	-
Net cash from investing activities	(53)	(15)	(15)	-	-	-	-
NET INCREASE/(DECREASE) IN CASH HELD	155	11	11	6	10	10	6
Cash assets at the beginning of the reporting period	899	867	1,054	1,065	1,071	1,081	1,091
Cash assets at the end of the reporting period	1,054	878	1,065	1,071	1,081	1,091	1,097

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

NET APPROPRIATION DETERMINATION [(a)]

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
GST Receipts							
GST Input Credits	22	54	54	54	54	54	54
Other Receipts							
Other Revenue	3	3	3	3	3	3	3
TOTAL	25	57	57	57	57	57	57

(a) The moneys received and retained are to be applied to the Tribunal's services as specified in the Budget Statements.

Division 7 State Development

Part 2 Premier; Minister for State Development; Science

Appropriations, Expenses and Cash Assets

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
DELIVERY OF SERVICES							
Item 10 Net amount appropriated to deliver services	36,544	38,285	34,582	**36,773**	33,004	31,103	31,201
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	670	670	670	**909**	927	927	944
Total appropriations provided to deliver services	37,214	38,955	35,252	**37,682**	33,931	32,030	32,145
ADMINISTERED TRANSACTIONS							
Item 11 Amount provided for Administered Grants, Subsidies and Other Transfer Payments	16,318	17,299	17,299	**20,961**	17,782	19,359	19,359
TOTAL APPROPRIATIONS	53,532	56,254	52,551	**58,643**	51,713	51,389	51,504
EXPENSES							
Total Cost of Services	146,067	53,354	51,093	**55,468**	38,594	34,734	34,849
Net Cost of Services [(a)]	140,481	51,504	49,097	**54,222**	36,994	33,134	33,249
CASH ASSETS [(b)]	48,629	33,036	18,295	**10,129**	8,170	8,170	8,170

(a) Represents Total Cost of Services (expenses) less retained revenues applied to the agency's services. Reconciliation to the 'Total appropriations provided to deliver services' includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2014-15 Budget to Parliament on 8 May 2014, are outlined below:

	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
1% General Government Efficiency Dividend	-	(300)	(300)	(300)	(300)
15% Procurement Savings	-	(279)	(278)	(278)	(278)
2014-15 State Fleet Savings Measures	(9)	(18)	(18)	(18)	(18)
2015-16 Streamlined Budget Process Incentive Funding	-	719	-	-	-
ICT Savings and Reform	(88)	(180)	(185)	(190)	-
LNG18 International Conference and Exhibition on Liquefied Natural Gas (LNG)	-	(3,350)	-	-	-
Workforce Renewal Policy	(62)	(517)	(1,063)	(1,632)	(2,178)

Significant Issues Impacting the Agency

- As the agency responsible for State development, the Department's focus in recent years has been largely on growth in the resources sector. This reflected the large and growing contribution of the resource sector to Western Australia's economy. With conditions now weakening, the Department will increasingly focus on sources of future growth, investment attraction, and identifying and gaining access to new markets.

- As conditions deteriorate, the resources industry is increasingly looking for productivity improvements to maintain competitiveness. While much of this task lies with industry, the Department will focus on areas Government can influence. This will include streamlining approvals, acting as lead agency for major projects' interactions with Government, encouraging the efficient use of infrastructure and competition, and supporting companies' efforts to remain competitive.

- Investment in the expansion of the State's ports and industrial lands supports economic growth. The Department remains focused on the land planning for the Oakajee Port and industrial area; and the connecting corridor to the Narngulu Industrial Estate in Geraldton. Acquisition of land, surveys and design work for the Anketell Port is well underway and includes the drafting of a State Agreement for a railway to connect the Anketell Port with mining areas.

- In recent years, Floating LNG (FLNG) technology has emerged as an alternative to onshore gas processing, especially for gas fields that are small or remote. The Prelude project is using this technology, and Woodside and Shell expect to use FLNG to develop the Browse Basin. Where FLNG is used to develop the State's gas reserves, the Department will work to secure economic benefits such as investment, employment and domestic gas supply.

- Sustained growth of production and population in the Pilbara has significantly increased the demand for essential goods and services such as electricity and housing. The Department will continue to work with other government agencies to meet the current and future needs of industry and residents in the region, for example by chairing a taskforce addressing noise and dust in the town of Port Hedland.

- Residential development in the Perth Metropolitan region has created pressure on established and planned industrial areas. For the Western Trade Coast, the State's leading industrial area, legislation is required to protect the users of the industrial area and future residents. The Department has prepared the Western Trade Coast Protection Area Bill for consideration by Parliament in 2015.

- South Korea is Western Australia's third largest export market after China and Japan. The WA-Korea Energy and Resources (WAKER) Forum is a joint initiative of the Department and the Korean Central Government. In 2015, Korea will host the Forum for the first time. The purpose of the Forum is to enhance bilateral business and investment cooperation between Western Australia and Korea, and to advance economic interests between the two regions, particularly in the energy, mineral, construction and financial sectors.

- Free Trade Agreements exist between Australia and Japan and Korea, and the China-Australia Free Trade Agreement is agreed but not signed. The effect of these Agreements will be an increase in the State's agricultural trade and investment. The work of the Department's overseas office network and its Perth based International Trade and Investment Division will increasingly emphasise the agricultural sector.

- Western Australia is undergoing a significant expansion of its LNG production capacity. By the end of 2017, Western Australia's LNG production capacity will have increased to 48.7 million tonnes a year from 20.6 million tonnes a year in 2012. The dramatic growth in the State's LNG industry makes it an ideal host for the 18th International LNG Conference (LNG18) in April 2016. The Department is representing the State's interest, as conference host, in displaying Perth and Western Australia as major participants in the international LNG industry.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcome	Service
State Building – Major Projects: Building strategic infrastructure that will create jobs and underpin Western Australia's long-term economic development.	Leadership to drive responsible development for Western Australia's future, balancing: • economic impacts; • social impacts, including: – Indigenous; and – heritage; • environmental impacts; and • long- and short-term consequences.	1. Industry Development and Investment Facilitation

Service Summary

Expense	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
1. Industry Development and Investment Facilitation	146,067	53,354	51,093	55,468	38,594	34,734	34,849
Total Cost of Services	146,067	53,354	51,093	55,468	38,594	34,734	34,849

Outcomes and Key Effectiveness Indicators [(a)]

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
Outcome: Leadership to drive responsible development for Western Australia's future, balancing: • **economic impacts;** • **social impacts, including:** – **Indigenous; and** – **heritage;** • **environmental impacts; and** • **long- and short-term consequences.**					
Extent to which agreed milestones for projects where the Department is the lead agency are achieved within the reporting period	81%	85%	85%	85%	
Extent to which State Agreement proponents comply with their reporting obligations and meet the Agreement objectives	99%	95%	95%	95%	

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

Services and Key Efficiency Indicators

1. Industry Development and Investment Facilitation

Benefits the Western Australian community by facilitating private sector investment and strategic public infrastructure in the State and promoting Western Australia as a source of internationally competitive products and services.

Products and services include:

- delivering investment attraction programs;
- facilitating industry infrastructure, State-initiated development and major projects; and
- facilitating major trade programs.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	146,067	53,354	51,093	55,468	1
Less Income	5,586	1,850	1,996	1,246	2
Net Cost of Service	140,481	51,504	49,097	54,222	
Employees (Full Time Equivalents)	161	157	157	153	
Efficiency Indicators					
Average Cost per Project Facilitated [(a)]	$499,000	$468,750	$471,000	$497,153	1
Average Cost per Identified Major State Initiative [(b)]	$2,243,200	$5,045,800	$5,831,750	$5,227,200	1

(a) Average Cost per Project Facilitated comprises industry infrastructure, resource development and major resource projects and international trade and investment programs facilitated and/or delivered. Projects may extend over multiple financial years. Average Cost per Project Facilitated represents the costs absorbed by 'active' projects in the reporting year.

(b) The Average Cost per Identified Major State Initiative is impacted by specific project funding which is not necessarily consistent over the outlook period. Consequentially, this measure has the potential to change significantly from year to year. The Bunbury to Albany Gas Pipeline is excluded from the number of projects in the 2014-15 Estimated Actual, but is included in the number of projects in 2015-16 when expenditure is profiled to commence.

Explanation of Significant Movements

(Notes)

1. The Total Cost of Service for 2013-14 includes a $105.4 million cost associated with assets transferred out in respect to the Ord-East Kimberley Expansion Project. This cost is considered to be non-operational and has been excluded from average cost calculations.

2. The income reduction between 2014-15 Estimated Actual and 2015-16 Budget Target is substantially represented by the inclusion of a one-off Commonwealth Infrastructure Australia grant in 2013-14 and the conclusion of the Commonwealth Government contribution to the Australia-China Natural Gas Technology Partnership Fund - all commitments under the funding agreement were received from the Commonwealth Government prior to the end of the 2014-15 year.

Asset Investment Program

	Estimated Total Cost $'000	Estimated Expenditure to 30-6-15 $'000	2014-15 Estimated Expenditure $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
WORKS IN PROGRESS							
Information and Communications Technology (ICT) Replacement							
Perth Office	75	10	10	20	15	15	15
Overseas Offices	145	40	40	20	10	45	30
COMPLETED WORKS							
ICT Replacement							
Server Upgrade - Perth Office	170	170	170	-	-	-	-
NEW WORKS							
ICT Replacement							
Replacement of Multi-function Devices - Perth Office	100	-	-	100	-	-	-
Motor Vehicle Replacement							
2016-17 Program	110	-	-	-	110	-	-
2017-18 Program	175	-	-	-	-	175	-
Total Cost of Asset Investment Program	775	220	220	140	135	235	45
FUNDED BY							
Drawdowns from the Holding Account			220	140	135	235	45
Total Funding			220	140	135	235	45

Financial Statements

Income Statement

Expenses

The nature of milestones and timelines of the projects for which the Department acts as lead agency may result in inconsistent expenditure levels on an annual basis.

In addition to specific savings measures identified in the table of Spending Changes, the increase in total expense between 2014-15 and 2015-16 is primarily driven by:

- the Onslow Macedon Social Infrastructure Fund $500,000 in 2014-15 and $4.5 million in 2015-16;
- the Bunbury to Albany Gas Pipeline has no expenditure profiled in 2014-15 and $7 million in 2015-16;
- the Burrup heritage project has no expenditure profiled in 2014-15 and $1.4 million in 2015-16; and
- payments from the Onslow Community Development Fund (Special Purpose Account (SPA) for the Wheatstone Project) decrease from $12 million in 2014-15 to $2.8 million in 2015-16 due to substantial completion of Onslow Airport redevelopment expenditure in 2014-15.

Income

Service appropriations are forecast to remain relatively stable, increasing from $35.3 million in 2014-15 to $37.7 million in 2015-16, representing an increase of 6.8%, primarily reflecting repositioning of appropriations associated with certain projects from 2014-15 to 2015-16 and expense escalation.

Commonwealth Government grants of $750,000 per annum for the Australia-China Natural Gas Technology Partnership Fund conclude in 2014-15 in accordance with the funding agreement.

Funding of $7 million from Royalties for Regions (RfR) has been included in the budget estimates for recurrent project planning in respect to the Bunbury to Albany Gas Pipeline Project in 2015-16.

Statement of Financial Position

The decrease in restricted cash across the forward estimate period represents use of cash received in prior years for subsequent spending through SPAs for the Onslow Social Infrastructure/Community Development Funds held on behalf of the Wheatstone and Macedon projects.

Assets held for sale represents the investment in assets created for the Ord-East Kimberley Expansion Project through RfR. Total asset investment passing through the Department was $301 million over the life of the project. Following finalisation of the funding phase of the project in 2013-14, all assets are expected be transferred to their eventual custodians, comprising of the Shire of Wyndham East Kimberley (completed in 2013-14), the Department of Lands, the Department of Regional Development and the Water Corporation. The asset transfer process is expected to be completed in 2014-15.

Statement of Cashflows

With the exception of projects funded through SPAs, where funds are received in advance and subsequently spent, cashflow tends to follow a similar pattern to the Department's expense profile.

Net movement in cash for 2014-15 is forecast to decrease by $30.3 million, primarily driven by the return of $18.8 million to the Consolidated Account in relation to accumulated cash balances, and spending out of SPA reserves.

The net movement in cash ($8.1 million decrease) estimated for 2015-16 is primarily the result of spending from existing cash balances in SPAs for the Onslow Social Infrastructure/Community Development Funds.

INCOME STATEMENT [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
COST OF SERVICES							
Expenses							
Employee benefits [(b)]	22,395	22,723	23,091	23,283	22,597	21,047	21,071
Grants and subsidies [(c)]	3,024	7,914	12,969	7,392	1,600	1,600	1,600
Supplies and services	11,363	18,733	11,074	19,508	9,090	6,786	6,914
Accommodation	2,818	3,004	3,004	4,260	4,260	4,260	4,323
Depreciation and amortisation	121	128	110	152	181	182	132
Net Assets Transferred Out	105,432	-	-	-	-	-	-
Other expenses	914	852	845	873	866	859	809
TOTAL COST OF SERVICES	146,067	53,354	51,093	55,468	38,594	34,734	34,849
Income							
Grants and subsidies	3,890	750	750	-	-	-	-
Other revenue	1,696	1,100	1,246	1,246	1,600	1,600	1,600
Total Income	5,586	1,850	1,996	1,246	1,600	1,600	1,600
NET COST OF SERVICES	140,481	51,504	49,097	54,222	36,994	33,134	33,249
INCOME FROM STATE GOVERNMENT							
Service appropriations	37,214	38,955	35,252	37,682	33,931	32,030	32,145
Resources received free of charge	795	1,116	1,116	1,116	1,116	1,116	1,116
Royalties for Regions Fund:							
Regional Infrastructure and Headworks Fund	-	4,000	-	7,000	-	-	-
TOTAL INCOME FROM STATE GOVERNMENT	38,009	44,071	36,368	45,798	35,047	33,146	33,261
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(102,472)	(7,433)	(12,729)	(8,424)	(1,947)	12	12

(a) Full audited financial statements are published in the agency's Annual Report.
(b) The Full Time Equivalents for 2013-14 Actual, 2014-15 Estimated Actual and 2015-16 Budget Estimate are 161, 157 and 153 respectively. In some cases the figures for 2013-14 and 2014-15 may differ from previously published figures due to changes in calculation methodology.
(c) Refer to the Details of Controlled Grants and Subsidies table below for further information.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Australia-China Natural Gas Technology Partnership Fund	573	-	-	-	-	-	-
Australian Gas Industry Trust - LNG 18 Funding	2,000	-	-	-	-	-	-
Browse LNG Precinct Project	100	-	-	-	-	-	-
Geraldton Port Authority Interest/Guarantee Charges - Oakajee	224	-	-	-	-	-	-
Gorgon Gas CO_2 Injection Project	-	100	100	100	100	100	100
Onslow Social Infrastructure Project							
Macedon	-	4,200	500	4,500	-	-	-
Wheatstone	86	3,245	12,000	2,792	1,500	1,500	1,500
Other Grants	41	-	-	-	-	-	-
Western Trade Coast Office	-	369	369	-	-	-	-
TOTAL	3,024	7,914	12,969	7,392	1,600	1,600	1,600

STATEMENT OF FINANCIAL POSITION [(a)] (Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CURRENT ASSETS							
Cash assets	25,261	18,971	6,502	6,502	6,502	6,502	6,502
Restricted cash	22,638	13,422	11,063	2,897	938	938	938
Receivables	547	4,070	547	547	547	547	547
Other	1,754	602	622	622	622	622	622
Assets held for sale	97,461	-	-	-	-	-	-
Total current assets	147,661	37,065	18,734	10,568	8,609	8,609	8,609
NON-CURRENT ASSETS							
Holding account receivables	838	981	743	770	831	793	895
Property, plant and equipment	247	211	485	547	501	554	467
Restricted cash	730	643	730	730	730	730	730
Other	89,742	3,100	415	71	71	71	71
Total non-current assets	91,557	4,935	2,373	2,118	2,133	2,148	2,163
TOTAL ASSETS	239,218	42,000	21,107	12,686	10,742	10,757	10,772
CURRENT LIABILITIES							
Employee provisions	4,205	4,415	4,205	4,205	4,205	4,205	4,205
Payables	2,424	1,358	2,424	2,424	2,424	2,424	2,424
Other	1,315	1,166	1,318	1,321	1,324	1,327	1,330
Total current liabilities	7,944	6,939	7,947	7,950	7,953	7,956	7,959
NON-CURRENT LIABILITIES							
Employee provisions	1,035	687	1,035	1,035	1,035	1,035	1,035
Other	5	98	5	5	5	5	5
Total non-current liabilities	1,040	785	1,040	1,040	1,040	1,040	1,040
TOTAL LIABILITIES	8,984	7,724	8,987	8,990	8,993	8,996	8,999
EQUITY							
Contributed equity	287,753	104,109	82,368	82,368	82,368	82,368	82,368
Accumulated surplus/(deficit)	(57,519)	(69,833)	(70,248)	(78,672)	(80,619)	(80,607)	(80,595)
Total equity	230,234	34,276	12,120	3,696	1,749	1,761	1,773
TOTAL LIABILITIES AND EQUITY	239,218	42,000	21,107	12,686	10,742	10,757	10,772

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

STATEMENT OF CASHFLOWS [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	37,071	38,812	35,127	37,515	33,735	31,833	31,998
Holding account drawdowns	-	-	220	140	135	235	45
Royalties for Regions Fund:							
Regional Infrastructure and Headworks Fund	51,880	4,000	-	7,000	-	-	-
Receipts paid into the Consolidated Account	(8,724)	(97,461)	(116,220)	-	-	-	-
Net cash provided by State Government	80,227	(54,649)	(80,873)	44,655	33,870	32,068	32,043
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(21,992)	(22,720)	(23,088)	(23,280)	(22,594)	(21,044)	(21,068)
Grants and subsidies	(3,024)	(7,914)	(12,969)	(7,392)	(1,600)	(1,600)	(1,600)
Supplies and services	(11,229)	(17,787)	(10,128)	(18,562)	(8,144)	(5,840)	(5,968)
Accommodation	(3,082)	(2,984)	(2,984)	(4,240)	(4,240)	(4,240)	(4,303)
Other payments	(13,375)	(10,448)	(10,441)	(723)	(716)	(709)	(659)
Receipts [(b)]							
Grants and subsidies	3,890	750	750	-	-	-	-
GST receipts	12,461	9,746	9,746	-	-	-	-
Other receipts	6,822	1,100	1,246	1,246	1,600	1,600	1,600
Net cash from operating activities	(29,529)	(50,257)	(47,868)	(52,951)	(35,694)	(31,833)	(31,998)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(51,933)	-	(220)	(140)	(135)	(235)	(45)
Proceeds from sale of non-current assets	-	97,461	97,461	-	-	-	-
Net cash from investing activities	(51,933)	97,461	97,241	(140)	(135)	(235)	(45)
CASHFLOWS FROM FINANCING ACTIVITIES							
Other proceeds	940	1,166	1,166	270	-	-	-
Net cash from financing activities	940	1,166	1,166	270	-	-	-
NET INCREASE/(DECREASE) IN CASH HELD	(295)	(6,279)	(30,334)	(8,166)	(1,959)	-	-
Cash assets at the beginning of the reporting period	48,924	39,315	48,629	18,295	10,129	8,170	8,170
Cash assets at the end of the reporting period	48,629	33,036	18,295	10,129	8,170	8,170	8,170

(a) Full audited financial statements are published in the agency's Annual Report.
(b) A determination by the Treasurer, pursuant to section 23 of the *Financial Management Act 2006*, provides for the retention of some cash receipts by the Department. Refer to the Net Appropriation Determination table below for further information. Other receipts are retained under the authority of other relevant Acts of Parliament.

NET APPROPRIATION DETERMINATION [a]

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Grants and Subsidies							
Commonwealth Grants - Australia-China Natural Gas Technology Partnership Fund	750	750	750	-	-	-	-
Heavy Use Industrial Lands - Commonwealth Regional Infrastructure Fund	3,140	-	-	-	-	-	-
GST Receipts							
GST Receipts	12,461	9,746	9,746	-	-	-	-
Other Receipts							
Gorgon Gas CO_2 Injection Project	100	100	100	100	100	100	100
Industry Receipts - Australia-China Natural Gas Partnership Fund	1,042	1,000	1,146	1,146	-	-	-
Net Loan Receipts - Shire of Ashburton (Wheatstone Project)	940	1,166	1,166	270	-	-	-
Onslow Community Development Fund - Wheatstone Project	-	-	-	-	1,500	1,500	1,500
Other Grants and Contributions	5,001	-	-	-	-	-	-
Other Receipts	679	-	-	-	-	-	-
TOTAL	24,113	12,762	12,908	1,516	1,600	1,600	1,600

(a) The moneys received and retained are to be applied to the Department's services as specified in the Budget Statements.

DETAILS OF ADMINISTERED TRANSACTIONS

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
INCOME							
Other							
Appropriations	16,318	17,299	17,299	20,961	17,782	19,359	19,359
Onslow Social and Critical Infrastructure Project (Wheatstone)	13,243	30,284	37,581	38,283	11,000	33,500	15,140
Loan Discount Unwinding	189	225	225	234	217	217	217
TOTAL ADMINISTERED INCOME	29,750	47,808	55,105	59,478	28,999	53,076	34,716
EXPENSES							
Grants to Charitable and Other Public Bodies							
Onslow Social and Critical Infrastructure Funds (Wheatstone)	13,243	30,284	37,581	38,283	11,000	33,500	15,140
Statutory Authorities							
Pilbara Ports Authority - Burrup Port Infrastructure Subsidy	7,185	7,937	8,202	11,225	7,775	9,102	9,102
Water Corporation - Burrup Water System - Subsidy	9,133	9,362	9,362	9,736	10,007	10,257	10,257
Other							
Loan Discounting	-	-	-	-	946	-	-
TOTAL ADMINISTERED EXPENSES	29,561	47,583	55,145	59,244	29,728	52,859	34,499

Agency Special Purpose Account Details

AUSTRALIA-CHINA NATURAL GAS TECHNOLOGY PARTNERSHIP FUND

Account Purpose: The purpose of the fund is to deliver a practical demonstration of the desire of Australia and China to establish genuine and long-term partnerships across the energy sector. It is intended to deliver positive outcomes relevant to the natural gas sector, including LNG, through activities including training and education programs, partnerships, workshops and research. The fund is planned to run from 2004-05 with cash contributions to be finalised in 2015-16 and remaining funds to be spent by 2016-17 or later, as agreed by the funders.

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000
Opening Balance	3,132	3,132	3,966	3,103
Receipts:				
Appropriations	750	750	450	300
Other	2,186	1,750	1,146	1,146
	6,068	5,632	5,562	4,549
Payments	2,102	2,500	2,459	2,590
CLOSING BALANCE	3,966	3,132	3,103	1,959

Division 8 Chemistry Centre (WA)

Part 2 Premier; Minister for State Development; Science

Appropriations, Expenses and Cash Assets

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
DELIVERY OF SERVICES							
Item 12 Net amount appropriated to deliver services	9,559	8,144	8,139	**7,324**	5,577	5,614	6,083
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	208	208	208	**208**	208	208	208
Total appropriations provided to deliver services	9,767	8,352	8,347	**7,532**	5,785	5,822	6,291
CAPITAL							
Capital Appropriation	700	700	700	**-**	-	-	-
TOTAL APPROPRIATIONS	10,467	9,052	9,047	**7,532**	5,785	5,822	6,291
EXPENSES							
Total Cost of Services	24,244	24,897	25,019	**25,274**	25,947	26,680	27,868
Net Cost of Services [(a)]	10,600	7,456	8,787	**7,423**	6,315	5,090	4,125
CASH ASSETS [(b)]	3,602	4,394	2,069	**2,527**	2,606	4,307	6,926

(a) Represents Total Cost of Services (expenses) less retained revenues applied to the agency's services. Reconciliation to the 'Total appropriations provided to deliver services' includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cash flow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2014-15 Budget to Parliament on 8 May 2014, are outlined below:

	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
15% Procurement Savings	-	(384)	(397)	(397)	-
Workforce Renewal Policy	(5)	(35)	(63)	(93)	(123)

Significant Issues Impacting the Agency

Mitigate Risks to Government Associated with Public Health, Public Safety and the Environment

- The report of the review of the *Chemistry Centre (WA) Act 2007* was tabled in Parliament on 5 February 2015. This report confirmed the Centre's role in providing the key essential services required by Government in the areas of high risk to the security, safety, environment and health of the State and its citizens. Addressing the recommendations of the report will be a priority for the Centre in 2015-16.

- The Centre will work with Government agencies to determine shared responses to State risks to guide the Centre's future analytical services and shape its five year research and development program. The Centre will expand its collaboration with universities and other bodies to achieve outcomes consistent with the plan.

Keep the State Safe During Times of Emergency and Crisis

- The Centre's 24 hour emergency response service requires appropriate investment in equipment and training to support the State's capability to respond to emergency management incidents. The Centre is also collaborating with national and international partners to develop protocols that support timely and informed decision-making in emergency management agencies.

Support the State Justice and Policing Systems

- The Centre is working closely with Western Australia Police and the Office of the State Coroner to ensure that appropriate levels of forensic science expertise and equipment are maintained to support the increased demand on the justice system due to a growing population. The Centre's Forensic Intelligence program will also be expanded in 2015-16 to ensure continued service delivery and support for these agencies.

Support the Sustainable Economic Development of the State

- The Centre is partnering with government and industry to support the management of environmental risks arising out of activities undertaken by the resources sector. In 2015-16 the focus will be on the provision of enhanced environmental assessment tools for industry on a fee-for-service basis.

Support Science Capability and Engagement in the State

- The Centre's new web-based reporting system will be introduced in 2015-16 to enable easier access to laboratory results and reports and create efficiencies in the laboratory by streamlining the processing and reporting of data and findings.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcomes	Services
Results-Based Service Delivery: Greater focus on achieving results in key service delivery areas for the benefit of all Western Australians.	Quality scientific advice.	1. Commercial and Scientific Information and Advice
	Quality research and development.	2. Research and Development
	Quality emergency response.	3. Emergency Response Management

Service Summary

Expense	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
1. Commercial and Scientific Information and Advice	21,217	21,874	21,643	21,792	22,356	23,089	24,277
2. Research and Development	1,212	1,325	1,507	1,557	1,608	1,608	1,608
3. Emergency Response Management	1,815	1,698	1,869	1,925	1,983	1,983	1,983
Total Cost of Services	24,244	24,897	25,019	25,274	25,947	26,680	27,868

Outcomes and Key Effectiveness Indicators [(a)]

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
Outcome: Quality scientific advice:					
Client satisfaction	86%	80%	80%	80%	
Proficiency rating	93%	95%	95%	95%	
Outcome: Quality research and development:					
Aggregate value of ChemCentre components	39/61	60/40	60/40	60/40	
Quality of research and development	84%	80%	80%	80%	
Outcome: Quality emergency response:					
Average resolution time	2.3 hours	4 hours	4 hours	4 hours	

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

Services and Key Efficiency Indicators

1. Commercial and Scientific Information and Advice

Development and delivery of quality scientific information and advice, on a commercial basis, to government, industry and the community.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	21,217	21,874	21,643	21,792	
Less Income	13,099	16,116	15,328	16,917	
Net Cost of Service	8,118	5,758	6,315	4,875	
Employees (Full Time Equivalents)	90	90	90	90	
Efficiency Indicators					
Total Cost of Service	21,223	21,874	21,643	21,792	
Billable Hours	100,833	99,000	99,000	99,000	
Average Cost per Chargeable Hour	$210	$221	$219	$220	

2. Research and Development

Delivery of quality project-based developed knowledge, know-how and/or Intellectual Property relevant to State development, public health and safety, or the delivery of the Centre's other services.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	1,212	1,325	1,507	1,557	
Less Income	545	1,325	904	934	
Net Cost of Service	667	-	603	623	
Employees (Full Time Equivalents)	6	6	6	6	
Efficiency Indicators					
Total Cost of Service	1,212	1,325	1,507	1,557	
Billable Hours	4,432	6,600	6,600	6,600	
Average Cost per Chargeable Hour	$274	$201	$228	$236	

3. Emergency Response Management

Specialist technical advice and support to government and industry in managing the risks arising from unmanaged chemical-biological-radiological releases.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	1,815	1,698	1,869	1,925	
Less Income	-	-	-	-	
Net Cost of Service	1,815	1,698	1,869	1,925	
Employees (Full Time Equivalents)	6	6	6	6	
Efficiency Indicators					
Total Cost of Service	1,815	1,698	1,869	1,925	
Billable Hours	7,121	6,600	6,600	6,600	
Average Cost per Chargeable Hours	$255	$257	$289	$270	

Asset Investment Program

The Centre's Asset Investment Program (AIP) is in line with its strategic goals. The Centre will spend $963,000 on replacement and acquisition of new scientific equipment.

	Estimated Total Cost $'000	Estimated Expenditure to 30-6-15 $'000	2014-15 Estimated Expenditure $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
WORKS IN PROGRESS							
Asset Acquisition Program							
New Scientific Equipment - 2013-14 Program	1,537	1,012	576	525	-	-	-
COMPLETED WORKS							
Asset Acquisition Program							
New Scientific Equipment 2014-15 Program	1,518	1,518	1,518	-	-	-	-
Asset Replacement Program							
Scientific Equipment 2014-15 Program	405	405	405	-	-	-	-
NEW WORKS							
Asset Acquisition Program							
Gas Chromatography-Mass Spectrometry for Investigative Chemistry Lab	400	-	-	-	-	-	400
Information Technology (IT)	90	-	-	-	-	90	-
New Scientific Equipment							
4000 QTrap ® Liquid Chromatography-Tandem Mass Spectrometry System	130	-	-	-	130	-	-
Basic Lab Gear Replacement	20	-	-	20	-	-	-
Dionex Ion Chromatography System	125	-	-	125	-	-	-
General Lab Minor Equipment	30	-	-	30	-	-	-
IT Hardware for Forensic Science Laboratory	50	-	-	-	50	-	-
IT Software	250	-	-	-	150	-	100
Mercury Meter	50	-	-	-	50	-	-
Portable Fourier Transform Infrared Spectroscopy (FTIR) for Forensics	90	-	-	-	90	-	-
Stereomicroscopes with Digital Interface	130	-	-	130	-	-	-
Asset Replacement Program							
Auto-Analyser	100	-	-	-	-	100	-
Liquid Chromatography Mass Spectrometry	100	-	-	-	-	100	-
Replacement of IT Software	40	-	-	40	-	-	-
Replacement of Personal Computer (PC) Used for Scientific Equipment	15	-	-	15	-	-	-
Replacement of Workstation PCs	15	-	-	15	-	-	-
Scientific Equipment							
Chemical Identification Kit	210	-	-	-	-	-	210
Explosive Detector	80	-	-	-	-	-	80
Glass Refractive Index Measurement	110	-	-	-	-	110	-
Liquid Chromatography - Mass Spectrometry Triple Quad	500	-	-	-	-	300	200
Portable FITR for Forensics	40	-	-	-	-	40	-
Workstation PCs for General Purpose	63	-	-	63	-	-	-
Total Cost of Asset Investment Program	6,098	2,935	2,499	963	470	740	990
FUNDED BY							
Capital Appropriation			700	-	-	-	-
Drawdowns from the Holding Account			405	-	-	560	-
Internal Funds and Balances			1,394	963	470	180	990
Total Funding			2,499	963	470	740	990

Financial Statements

Income Statement

Expenses

The 2015-16 Budget Estimate Total Cost of Services shows an increase of $255,000 over the 2014-15 Estimate Actual, this is mainly due to CPI increase for salaries.

Income

Service Appropriation provided by the Government to fund services will decrease by $815,000 compared to the 2014-15 Estimated Actual. This is partially attributable to the impact of the Government's procurement savings and workforce renewal measures.

Statement of Financial Position

The cash balance at the end of 30 June 2016 has been budgeted at $2.5 million up from the 2014-15 Estimated Actual of $2 million as at 30 June 2015 this is mainly due to a $1.5 million reduction in spending on the AIP for the period.

INCOME STATEMENT [(a)]

(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
COST OF SERVICES							
Expenses							
Employee benefits [(b)]	12,886	13,490	13,245	13,546	13,858	14,177	14,504
Supplies and services	2,050	2,905	2,841	2,634	2,816	3,028	3,656
Accommodation	5,498	5,626	5,635	5,652	5,669	5,687	5,705
Depreciation and amortisation	1,357	1,332	1,486	1,523	1,562	1,601	1,641
Other expenses	2,453	1,544	1,812	1,919	2,042	2,187	2,362
TOTAL COST OF SERVICES	24,244	24,897	25,019	25,274	25,947	26,680	27,868
Income							
Sale of goods and services	13,598	17,415	16,177	17,795	19,575	21,532	23,685
Other revenue	46	26	55	56	57	58	58
Total Income	13,644	17,441	16,232	17,851	19,632	21,590	23,743
NET COST OF SERVICES	10,600	7,456	8,787	7,423	6,315	5,090	4,125
INCOME FROM STATE GOVERNMENT							
Service appropriations	9,767	8,352	8,347	7,532	5,785	5,822	6,291
TOTAL INCOME FROM STATE GOVERNMENT	9,767	8,352	8,347	7,532	5,785	5,822	6,291
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(833)	896	(440)	109	(530)	732	2,166

(a) Full audited financial statements are published in the agency's Annual Report.
(b) The Full Time Equivalents for 2013-14 Actual, 2014-15 Estimated Actual and 2015-16 Budget Estimate are 117, 119 and 126 respectively. In some cases the figures for 2013-14 and 2014-15 may differ from previously published figures due to changes in calculation methodology.

STATEMENT OF FINANCIAL POSITION [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CURRENT ASSETS							
Cash assets	3,602	4,394	2,069	2,527	2,606	4,307	6,926
Holding account receivables	965	560	560	560	560	-	-
Receivables	1,282	1,961	1,502	1,523	1,957	2,171	2,380
Other	220	116	116	250	260	270	280
Total current assets	6,069	7,031	4,247	4,860	5,383	6,748	9,586
NON-CURRENT ASSETS							
Property, plant and equipment	3,559	5,162	4,636	4,332	3,492	3,090	2,723
Intangibles	653	777	777	675	577	311	45
Other	2,324	2,438	2,438	2,671	2,914	3,169	3,491
Total non-current assets	6,536	8,377	7,851	7,678	6,983	6,570	6,259
TOTAL ASSETS	12,605	15,408	12,098	12,538	12,366	13,318	15,845
CURRENT LIABILITIES							
Employee provisions	2,558	2,542	2,504	2,583	2,665	2,665	2,665
Payables	1,495	1,896	1,176	1,397	1,640	1,860	2,221
Other	1,447	1,217	1,217	1,215	1,214	1,214	1,214
Total current liabilities	5,500	5,655	4,897	5,195	5,519	5,739	6,100
NON-CURRENT LIABILITIES							
Employee provisions	796	1,037	1,037	1,070	1,104	1,104	1,104
Other	-	300	-	-	-	-	-
Total non-current liabilities	796	1,337	1,037	1,070	1,104	1,104	1,104
TOTAL LIABILITIES	6,296	6,992	5,934	6,265	6,623	6,843	7,204
EQUITY							
Contributed equity	5,443	1,695	5,738	5,738	5,738	5,738	5,738
Accumulated surplus/(deficit)	866	6,721	426	535	5	737	2,903
Total equity	6,309	8,416	6,164	6,273	5,743	6,475	8,641
TOTAL LIABILITIES AND EQUITY	12,605	15,408	12,098	12,538	12,366	13,318	15,845

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

STATEMENT OF CASHFLOWS [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	9,362	8,352	8,347	7,532	5,785	5,822	6,291
Capital appropriation	700	700	700	-	-	-	-
Holding account drawdowns	405	405	405	-	-	560	-
Tax equivalent regime	-	(186)	-	-	-	-	(300)
Administered appropriations	342	-	-	-	-	-	-
Net cash provided by State Government	10,809	9,271	9,452	7,532	5,785	6,382	5,991
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(12,481)	(13,382)	(13,207)	(13,526)	(13,840)	(14,266)	(14,584)
Supplies and services	(1,863)	(1,866)	(2,949)	(1,833)	(2,030)	(2,078)	(2,291)
Accommodation	(4,944)	(4,858)	(5,922)	(5,852)	(5,872)	(5,819)	(5,835)
Other payments	(4,532)	(4,103)	(2,703)	(3,252)	(2,782)	(2,860)	(2,948)
Receipts							
Sale of goods and services	13,494	16,920	14,776	16,607	17,534	19,165	20,917
GST receipts	1,349	1,621	1,519	1,745	1,754	1,917	2,359
Net cash from operating activities	(8,977)	(5,668)	(8,486)	(6,111)	(5,236)	(3,941)	(2,382)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(841)	(1,924)	(2,499)	(963)	(470)	(740)	(990)
Net cash from investing activities	(841)	(1,924)	(2,499)	(963)	(470)	(740)	(990)
NET INCREASE/(DECREASE) IN CASH HELD	991	1,679	(1,533)	458	79	1,701	2,619
Cash assets at the beginning of the reporting period	2,611	2,715	3,602	2,069	2,527	2,606	4,307
Cash assets at the end of the reporting period	3,602	4,394	2,069	2,527	2,606	4,307	6,926

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

Part 3
Deputy Premier; Minister for Health; Tourism

Summary of Portfolio Appropriations

Page	Agency	2014-15 Budget $'000	2014-15 Estimated Actual '000	2015-16 Budget Estimate '000
123	WA Health			
	– Delivery of Services	4,700,856	4,698,344	4,823,053
	– Capital Appropriation	269,414	245,284	213,940
	Total	4,970,270	4,943,628	5,036,993
150	Western Australian Tourism Commission			
	– Delivery of Services	66,481	65,932	63,583
	– Capital Appropriation	150	150	150
	Total	66,631	66,082	63,733
	GRAND TOTAL			
	– Delivery of Services	4,767,337	4,764,276	4,886,636
	– Capital Appropriation	269,564	245,434	214,090
	Total	**5,036,901**	**5,009,710**	**5,100,726**

Division 9 WA Health

Part 3 Deputy Premier; Minister for Health; Tourism

Appropriations, Expenses and Cash Assets

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual [a] $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
DELIVERY OF SERVICES							
Service Appropriation - Base Component	3,693,371	4,130,667	4,160,289	**4,309,324**	4,455,571	4,626,411	5,088,791
Service Appropriation - Community Service Subsidy Component [b]	423,842	447,282	413,727	**383,496**	338,240	277,636	201,560
Item 13 Net amount appropriated to deliver services	4,117,213	4,577,949	4,574,016	**4,692,820**	4,793,811	4,904,047	5,290,351
Amount Authorised by Other Statutes							
- Lotteries Commission Act 1990	120,000	122,227	123,648	**129,536**	135,718	142,195	149,020
- Salaries and Allowances Act 1975	663	680	680	**697**	716	716	716
Total appropriations provided to deliver services	4,237,876	4,700,856	4,698,344	**4,823,053**	4,930,245	5,046,958	5,440,087
CAPITAL							
Item 118 Capital Appropriation	329,441	269,414	245,284	**213,940**	124,014	95,344	65,787
TOTAL APPROPRIATIONS	4,567,317	4,970,270	4,943,628	**5,036,993**	5,054,259	5,142,302	5,505,874
EXPENSES							
Total Cost of Services	7,424,416	8,009,452	8,046,671	**8,149,524**	8,558,132	8,669,907	9,147,411
Net Cost of Services [c]	4,373,407	4,846,427	4,820,621	**4,799,867**	5,038,139	5,113,225	5,483,237
CASH ASSETS [d]	911,379	465,737	741,508	**633,560**	566,271	537,607	515,145

(a) The 2014-15 Estimated Actuals are presented in the context of the 2015-16 Budget to ensure comparability with the 2015-16 Budget Statements.
(b) The Community Service Subsidy has been recast to align with the 2015-16 Independent Hospital Pricing Authority Pricing Framework.
(c) Represents Total Cost of Services (expenses) less retained revenues applied to the agency's services. Reconciliation to the 'Total appropriations provided to deliver services' includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
(d) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2014-15 Budget to Parliament on 8 May 2014, are outlined below:

	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Commonwealth Grant Expenditure					
Aged Care Assessment Program	10,764	11,569	-	-	-
Expansion of BreastScreen Australia Program	1,772	1,285	1,491	-	-
Home and Community Care	348	3,732	-	-	-
Improving Trachoma Control Services for Indigenous Australians	1,340	1,367	1,394	-	-
Indigenous Health Multiple Schedule Funding Agreement	154	-	-	-	-
Multi-Purpose Services Agreement	27,425	-	-	-	-
Organ and Tissue Authority Hospital Support Funding Agreement	3,106	3,127	-	-	-
Treating More Public Dental Patients	13,000	-	-	-	-
Government Initiatives and Budget Priorities					
Aboriginal Health Services	-	15,978	16,477	16,889	-
Hannah's House Respite Care	-	125	125	-	-
Infrastructure Commissioning and Transition Costs					
Fiona Stanley Hospital Facilities Management Contract Negotiations	16,700	-	-	-	-
Own Source Revenue					
2015-16 Tariffs, Fees and Charges	-	(506)	3,693	7,823	5,300
Own Source Revenue Rebase	9,834	11,959	36,704	34,154	35,309
Royalties for Regions					
Busselton Information and Communications Technology	6,147	-	-	-	-
Other Royalties for Regions	(1,950)	444	(2,518)	3,503	3,831
Patient Assisted Travel Scheme	-	(252)	6	(126)	11,126
Pilbara Health Partnership - Pilbara Cities	(488)	1,843	-	-	-
Regional Workers Incentives Allowance Payments	(470)	266	228	3,520	10,496
Royal Flying Doctor Service	-	-	(4,000)	-	-
Rural Generalist Pathways	933	-	-	-	-
Southern Inland Health Initiative	(43,820)	(29,781)	56,229	20,084	-
St John Ambulance	(1,673)	100	(4,710)	-	-
Savings Measures					
1% General Government Efficiency Dividend	(34,817)	(47,405)	(48,208)	(48,627)	(47,661)
15% Procurement Savings	-	(39,193)	(37,883)	(39,142)	(40,120)
Workforce Renewal Policy	(5,272)	(43,448)	(89,257)	(137,677)	(154,558)
Sustainable Delivery of Public Hospital Services					
Mental Health Public Hospital Services - Revised Activity and Cost Settings	-	5,267	6,188	9,359	2,414
Public Hospital Services - Revised Activity and Cost Settings	-	33,856	68,180	133,602	158,295
Targeted Voluntary Separation Scheme					
Targeted Voluntary Separation Scheme [(a)]	20,918	-	-	-	-
Other					
Depreciation	(4,240)	(14,884)	(24,728)	2,640	-
Expensed Capital	17,754	3,028	-	-	-
Mental Health - Specific Programs	417	4,820	1,215	1,245	1,276
Non-Government Human Services Sector Indexation Adjustment	(3,397)	-	-	-	-
Pre-RiskCover Claim	11,656	-	-	-	-
Road Trauma Trust Account	-	834	-	-	-

(a) Preliminary cost required to make payments to staff departing prior to the closure of the Targeted Voluntary Separation Scheme at 30 April 2015. The final cost of the Scheme will be known once staff leave the public sector and will be published in the 2014-15 Annual Report on State Finances. Agency savings flowing from the Scheme will be dependent on the final costs and will be allocated to agency budgets as part of the 2015-16 Mid-year Review.

Significant Issues Impacting the Agency

Health System Overview

- Western Australia has a very good public health care system with skilled and committed doctors, nurses and professionals delivering a high standard of care by both national and international standards. This is evidenced by significant and sustained improvements in Western Australia's health outcomes over the last decade. For example:
  - Western Australia's infant mortality rate[1] decreased from 4.1 per 1,000 live births in 2003 to 2.4 per 1,000 live births in 2013, the lowest rate amongst all jurisdictions;
  - Western Australia's median life expectancy[2] for both males and females increased 1.7 years over the past decade between 2003 and 2013;
  - in 2013-14, Western Australia ranked first above all States and Territories with the highest proportion (79.5%) of presentations to emergency departments completed in four hours or less[3] compared to the national average of 72.7%. Western Australia's performance is a direct result of more than five years of sustained effort in ensuring patients are seen and admitted, transferred or discharged in a timely manner;
  - compared to other jurisdictions, Western Australia is ranked second highest in the number of elective surgery wait list admissions per 1,000 population[4] in 2013-14. The median waiting time for admissions from waiting lists for elective surgery of 29 days was the second lowest compared to 36 days nationally in 2013-14; and
  - following intensive efforts immunisation rates against vaccine-preventable diseases for Western Australian children at one, two and five years of age have risen to greater than 90%, for the first time[5].
- Government spending on healthcare is directed at ensuring the people of Western Australia continue to receive sustainable health services through the provision of state of the art infrastructure facilities, a skilled and efficient workforce, strong financial management and by putting in place key system enablers.
- To ensure the community has continued access to safe, quality and cost effective health and hospital services, WA Health's budget settings provide additional funding of $102.9 million in 2015-16, representing expense growth of 1.3% above the 2014-15 Estimated Actual.

Sustainable Delivery of Public Hospital Services

- For 2015-16, total expenditure on public hospital services is projected to increase by $242.7 million or 4.6 % on the 2014-15 Estimated Actual. Over the Budget and forward estimates period, total expenditure on public hospital services is projected to increase by $417.2 million.
- Since 2013-14, the State Government's funding contribution to public hospitals has been determined on an activity basis, with the Government endorsing the purchase of weighted activity units (WAUs)[6] at a State Price that converges to the national average cost over a defined period of time.
- This price convergence strategy reflects the State Government's commitment to drive efficiencies to ensure the provision of public hospital services are placed on a sustainable footing in line with the national average. The difference between the cost of providing public hospital services in Western Australia and the national average is recognised by the State Government through the provision of a Community Service Subsidy (CSS).
- In 2015-16, the Government has approved the purchase of 864,778 WAUs for the State's public hospitals, representing an increase of 2.6% over approved activity in 2014-15.
- The price determined for 2015-16 activity is $5,587 for each health WAU. This price is inclusive of a CSS component of $464 per WAU, or a total of $401.2 million in 2015-16.

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1 Infant deaths per 1,000 live births. Australia Bureau of Statistics, Infant deaths and infant mortality rates, Age at death – 2003 to 2013 (cat. no. 3302.0).
2 Australia Bureau of Statistics, Median age of death, Year of occurrence, State and territories – 2003 to 2013 (cat. no. 3302.0).
3 Australian Institute of Health and Welfare, Australian hospital statistics 2013-14 Emergency department care, Australian Government.
4 Australian Institute of Health and Welfare, Australian hospital statistics 2013-14 Elective surgery waiting times, Australian Government.
5 As of 31 March 2014.
6 Weighted activity units are a measure of hospital service activity and are determined using the national classifications guidelines issued by the Independent Hospital Pricing Authority. They provide a way of comparing and valuing each public hospital service (whether they be admissions, Emergency Department presentations or outpatient episodes), by weighting for its clinical complexity.

- In 2014-15, it is estimated that over 606,000 inpatient episodes will be provided in public hospitals and over 1,029,000 occasions of service will be provided in emergency departments. Over 2,282,000[7] occasions of service are expected to be provided to non-admitted patients in outpatient clinics and community settings.

- These episodes of care are estimated to grow by 3% in 2015-16 to over 618,000 inpatient episodes, over 1,077,000 episodes in emergency departments, and over 2,341,000 episodes for non-admitted patients in outpatient clinics and community settings.

New Infrastructure to Meet Western Australia's Increasing Demand for Health Services

- In October 2014, Western Australia opened the 783-bed Fiona Stanley Hospital (FSH), including a 140-bed purpose built State rehabilitation facility[8]. The facility opened across four distinct phases which commenced in October 2014 and concluded in February 2015. This tertiary hospital is now the main facility for metropolitan residents living south of the river, regional areas and other metropolitan residents requiring specialist medical care.

- Construction of the Midland Public Hospital, jointly funded by the State Government and the Commonwealth Government, is due for completion in June 2015. The new hospital is scheduled to open in November 2015, following a coordinated commissioning process with St John of God Health Care.

- Construction of the new 298-bed Perth Children's Hospital (PCH) co-located on the Queen Elizabeth II Medical Centre is expected to be completed in late 2015, with the hospital anticipated to open in the first half of 2016.

- The construction of a new 37-bed ward to replace the existing 24-bed ward at the Joondalup Health Campus will expand the existing paediatric services. This development is supported by Telethon WA and is expected to be complete in April 2016.

- The Royal Perth Hospital (RPH) will be retained as an inner city hospital. The RPH continues to provide an extensive range of tertiary and secondary clinical healthcare and is the State's major adult trauma unit. Additional funds have been provided in the 2015-16 Budget resulting in a total allocation of $19 million for infrastructure enhancement and operations maintenance for the RPH.

Positioning the Health System for Sustainable Healthcare into the Future

- Managing the health system continues to be a challenge in the face of a growing and ageing population, the increasing burden of chronic illness and changes in the Commonwealth Government's financing arrangements.

- Recognising this, the State Government is supporting the Department of Health (Department) in leading a system wide reform program by leveraging on its strengths and addressing its challenges. Across WA Health, there is an appetite to drive better performance and better care through more effective governance, planning and systems:

  – during the course of 2014-15, the WA Health Reform program has been established under guidance and direction from the WA Health Transition and Reconfiguration Steering Committee[9];

  – a number of reform priorities have been identified, focusing on areas for improvement in relation to the governance and performance of Western Australia's health system. As a package, these reform initiatives may be characterised as business reform projects whose connecting and underlying objective is to position the health system to deliver better system performance, resulting in better care and better value;

  – governance changes focused on a clearer devolution of authority and clarifying roles, responsibilities and accountabilities for service planning and delivery at all levels in the health system, is a key area of reform. These reforms, supported by the system management role of the Department, will be reflected in contemporary new governance legislation for Western Australia's health system, replacing the *Hospitals and Health Services Act 1927*;

  – during 2014-15, the Department commenced the process of transitioning to a 'system manager' role. This involves defining the Department's core functional responsibility for system leadership, strategic planning, resource allocation, performance frameworks and system regulation and governance. These system manager roles and functions are distinct from the role of health services in delivering health services and programs;

  – a new divisional structure has been put in place within the Department to support the transition to the 'system manager' role; and

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7 The number of outpatient episodes has increased, compared to 2014-15 Budget due to improvements in data capture and additional data feeder systems being brought online; additional activity being brought in-scope; and due to the inclusion of aggregate Non-Admitted episodes in the outpatient numbers.

8 Funding contribution of $255.7 million was provided by the Commonwealth Government for the State Rehabilitation Facility.

9 The WA Health Transition and Reconfiguration Steering Committee was established in December 2013 to provide oversight of hospital commissioning and service reconfiguration activities in the Western Australian health system, and to recommend areas for reform to ensure a sustainable and highly performing health system.

- other reform initiatives that are underway include: the implementation of Activity Based Management in public hospitals to assist clinicians and hospital managers to improve their understanding and management of funding for direct patient care; a reform of the budget and resource allocation process in the health system; reforms to revenue collection practices within Western Australian public hospitals; revising the service structure used in Budget statements and annual reporting; strengthening system performance management; information and communications technology (ICT) and corporate services reform; and procurement and contract management reform.

Providing Key System Enablers for Supporting Patient Care

- The State Government is committed to the provision of key system enablers for supporting patient care including:
  - the development and publication of the WA Health Clinical Services Framework 2014-2024 to provide a high-level policy framework and blueprint to guide the provision of safe, high quality care to the community of Western Australia in the most efficient and effective manner possible;
  - endorsing the ICT functionality through the development of the WA Health ICT Strategy 2015-2018, which outlines a decision making framework for ICT across WA Health and sets out the key ICT priorities for the next three years, focusing on incremental and affordable change to bring current systems up to date, deliver on existing projects, and build the foundations for the future;
  - delivery of ICT systems at the new hospital facilities including the FSH and the Busselton Health Campus, and applying the significant intellectual property harnessed at the new PCH;
  - ongoing collaboration with the National e-Health Transition Authority to deliver better management and the safe and secure sharing of patient information;
  - investment of $2.4 million in a State-wide project that allows the detection and tracking of infection trends in real time, helping to provide timely implementation of appropriate infection prevention strategies for at-risk patient groups; and
  - supporting the efficient and effective sourcing of patient transport services through the development of the WA Health's Patient Transport Strategy (2015-2018).
- The State Government is committed to ensuring the health workforce is supported, equipped and skilled to meet the needs of Western Australians and deliver safe, high quality and efficient care.
- Initiatives focusing on the supply of health workers include:
  - clinical training reform;
  - Aboriginal Health Worker training;
  - workforce planning;
  - skills development including simulation training;
  - workforce retention; and
  - international sourcing of specialty clinicians, are being progressed by the Department in partnership with health services.
- To ensure a sustainable health workforce, the Department is working with health service providers to integrate planning and ensure:
  - career pathways align with the areas of future demand;
  - new roles are explored and introduced;
  - data and information about the workforce is improved; and
  - that governance over workforce planning is strengthened and improved.

Aboriginal Health

- WA Health launched the WA Aboriginal Health and Wellbeing Framework 2015-2030 in March 2015. It outlines a set of strategic directions to improve Aboriginal health and wellbeing outcomes for the next 15 years. The framework was developed through an extensive consultation process to ensure the interests, needs and circumstances of Aboriginal people were adequately represented.

- The State Government has committed $49.4 million from 2015-16 to 2017-18 for a continuation of Aboriginal Health Services. This investment recognises the importance of closing the gap in life expectancy between Aboriginal and non-Aboriginal people. An Aboriginal man's life expectancy is 15 years lower than that of a non-Aboriginal man and an Aboriginal woman's life expectancy is 13.5 years lower than that of a non-Aboriginal woman. Nearly 80% of this mortality gap is in the 35-74 year-old age group and is the result of potentially avoidable chronic diseases that are impacting Aboriginal people earlier than the non-Aboriginal population.

- A total of $6 million has been provided to address and improve ear, eye and oral health issues in Aboriginal children in remote communities for the Kimberley, Pilbara, Mid West and Goldfields regions. The program includes employment and training of Aboriginal Health Workers in the provision of services as well as the purchase of Telehealth equipment.

- The State Government is also supporting Aboriginal Health through the Remote Aboriginal Health Clinics program which has enabled the delivery of a significant new building program associated with a systematic upgrade of clinics that, through appropriate design, are supporting the improved delivery of health services in an appropriate cultural setting.

Country Health Services

Regional Infrastructure Developments

- The State Government is committed to the provision of accessible healthcare to all Western Australians and in conjunction with the Royalties for Regions (RfR) Initiative is supporting the development of a number of regional infrastructure facilities:

  - the new Busselton Health Campus was officially opened in March 2015. The integrated health campus will provide 84 beds and 15 emergency spaces with an enhanced Emergency Department, upgraded renal dialysis unit and dental clinic, collocated population health, community aged care and community mental health facilities. The construction of the Busselton Health Campus includes an additional investment of $10.7 million funding from the RfR for the purchase and installation of key ICT systems across the South West.

  - a new Karratha Health Campus is being developed and includes a modern state of the art 40-bed facility, including expanded and enhanced Emergency and Ambulatory Care Departments, replacing the existing Nickol Bay Hospital;

  - the Kalgoorlie Health Campus includes the redevelopment of both lower and upper ground floors for specialist outpatient clinics, allied health and the construction of a new cancer unit;

  - a major upgrade to the Carnarvon Health Campus, includes significant remodelling of the hospital's Emergency Department, a new ambulatory care facility for a range of essential community health services including child health, allied health, mental and dental health, as well as an upgraded car park;

  - planning and procurement is currently underway on the Harvey Health Campus Redevelopment and priority areas are expected to include a new Emergency Department, improved facilities for community-based health services including speech therapy and physiotherapy, and a dedicated clinic for general practitioners. Construction is planned to commence in 2015-16;

  - the redevelopment and construction of the new facilities at the Esperance Health Campus will include a day surgery unit and maternity facilities, operating theatre, contemporary ambulatory care facility and an Emergency Department;

  - the Onslow Hospital Redevelopment project jointly funded by RfR and Chevron Australia Pty Ltd includes a six-bed inpatient ward, Emergency Department, ambulatory care facility and associated support services;

  - the Newman Health Service redevelopment, features an upgraded Emergency Department, medical inpatient unit, digital medical imaging department, pathology collections area, a new purpose built ambulatory health care centre with outpatient facilities and 2 chair dental service, administration facilities, morgue and new non-clinical support service areas; and

  - RfR funding has been allocated to Laverton for a new Primary Health Care Centre and a purpose built Aged Care Facility.

Southern Inland Health Initiative

- The State Government's investment in the Southern Inland Health Initiative (SIHI) aims to bring care closer to home and reduce the impact of travel and associated costs for patients.
- The initiative is aimed at retaining and attracting General Practitioners at regional communities for the provision of primary healthcare. As at December 2014, there are 123 General Practitioners delivering emergency cover and primary health care in district hospitals with SIHI. This combined with an increase in hospital employed doctors, locums and emergency specialists, complemented with additional nurse practitioners, has strengthened the medical workforce in the south of the State, with recruitment continuing. The initiative has demonstrated a 70% improvement in workforce retention rates at the four year mark.
- Examples of key program initiatives under the SIHI program include provision of Telehealth infrastructure and services, local antenatal and postnatal care for women and babies across the Wheatbelt and Great Southern as well as improved access to Diabetes Educators. Many of these initiatives are achieved through strong partnerships between WA Country Health Services and the not-for-profit sector.
- Additionally, SIHI is facilitating the upgrade and refurbishment of health facilities in the region. This includes the redevelopment of six Integrated District Health Services (Narrogin, Northam, Merredin, Katanning, Manjimup and Collie), up to three new primary health care centres with two additional sites receiving a significant enhancement to existing primary care infrastructure, and the refurbishment of up to 26 small hospitals and nursing posts.

Other Country Healthcare Initiatives

- In its commitment to bring care closer to home, the State Government has supported the expansion of renal satellite dialysis services in the Kimberley at Derby and Kununurra. Regional renal support teams are also expected to become operational in late 2015 in the Mid West, the Goldfields and the Pilbara.
- Emergency Telehealth Services (ETS), funded under SIHI, is a 'telemedicine' service that delivers specialist emergency medicine directly into rural and remote Emergency Departments to support local clinicians in delivering timely, quality emergency care, started as a pilot in 2012. The system currently services 56 Emergency Departments across Western Australia, expanding to 74 sites by June 2015, and has managed over 14,000 consultations with 72% of patients being diagnosed, treated and sent home directly from the local remote hospital avoiding significant travel for some patients. The ETS won the 2014 Premiers Award for Excellence in the 'Improving Government' category.

Public Health

- In 2014, a landmark new Public Health Bill was introduced to Parliament. The Public Health Bill 2014 was enacted to address limitations in the current *Health Act 1911*. The Public Health Bill 2014 aims to provide the community with modern legislation to reduce the health inequalities in public health of disadvantaged communities; promote public health and wellbeing; and help prevent disease, injury, disability and premature death.
- WA Health remains committed to an independent health promotion foundation, and the Minister will introduce legislation later this year to bring the Healthway Board structure into line with modern governance principles.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcomes	Services
Results-Based Service Delivery: Greater focus on achieving results in key service delivery areas for the benefit of all Western Australians.	Restoration of patients' health, provision of maternity care to women and newborns, and support for patients and families during terminal illness.	1. Public Hospital Admitted Patients 2. Home-Based Hospital Programs 3. Palliative Care 4. Emergency Department 5. Public Hospital Non-Admitted Patients 6. Patient Transport
	Enhanced health and wellbeing of Western Australians through health promotion, illness and injury prevention and appropriate continuing care.	7. Prevention, Promotion and Protection 8. Dental Health 9. Continuing Care 10. Contracted Mental Health

Service Summary

Expense	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
1. Public Hospital Admitted Patients	4,046,136	4,267,258	4,298,960	4,366,127	4,585,601	4,632,820	4,890,753
2. Home-Based Hospital Programs	41,995	44,929	44,720	44,833	47,086	47,571	50,220
3. Palliative Care	30,553	31,859	31,954	32,227	33,847	34,195	36,099
4. Emergency Department	674,850	721,693	729,290	740,513	777,738	785,745	829,492
5. Public Hospital Non-Admitted Patients	803,750	919,517	921,480	940,919	988,217	998,392	1,053,978
6. Patient Transport	195,904	209,916	209,647	212,197	222,863	225,158	237,694
7. Prevention, Promotion and Protection	514,763	603,506	613,249	596,272	626,245	632,693	667,918
8. Dental Health	93,907	124,300	110,388	115,495	121,300	122,549	129,372
9. Continuing Care	488,987	500,503	501,013	488,900	513,475	518,630	547,505
10. Contracted Mental Health	533,571	585,971	585,970	612,041	641,760	672,154	704,380
Total Cost of Services	7,424,416	8,009,452	8,046,671	8,149,524	8,558,132	8,669,907	9,147,411

Outcomes and Key Effectiveness Indicators [a]

Outcome: Restoration of patients' health, provision of maternity care to women and newborns, and support for patients and families during terminal illness.

Rate of unplanned hospital readmissions within 28 days to the same hospital for a related condition [a] [b]

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual [c]	2015-16 Budget Target	Note
Rate of unplanned hospital readmissions within 28 days to the same hospital for a related condition	3.3%	<2.3%	3.3%	<2.3%	

(a) This indicator measures whether appropriate medical and/or surgical interventions, together with sound discharge planning, are decreasing the likelihood of unplanned hospital readmissions and thus providing better healthcare.
(b) Data to measure performance against this key performance indicator (KPI) includes services delivered through State public hospitals and services contracted from selected private hospitals.
(c) The reported 2014-15 Estimated Actual should be interpreted with caution as it is based on preliminary data that is subject to further validation. Final performance data will not be available until 28 September 2015.

Proportion of live births with an APGAR score of three or lower, five minutes post delivery [a] [b]

Birthweight (grams)	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual [c]	2015-16 Budget Target	Note
0-1499	5.8%	4.2%	6.2%	4.2%	
1500-1999	1%	0.3%	0.3%	0.3%	
2000-2499	0.5%	0.3%	0.5%	0.3%	
2500 and over	0.1%	0.1%	0.2%	0.1%	

(a) The APGAR (Appearance, Pulse, Grimace, Activity, and Respiration) score is used to assess the health of a newborn baby immediately after birth. A score of three or less is considered to be critically low and can indicate complication and compromise for the baby.
(b) Data to measure performance against this KPI includes services delivered through State public hospitals and services contracted from selected private hospitals.
(c) The reported 2014-15 Estimated Actual should be interpreted with caution as it is based on preliminary data that is subject to further validation. Final performance data will not be available until 28 September 2015.

Outcome: Enhanced health and wellbeing of Western Australians through health promotion, illness and injury prevention and appropriate continuing care.

Rate per 1,000 target population who receive Home and Community Care [a]

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual [b]	2015-16 Budget Target	Note
Rate per 1,000 target population [c]	351	350	350	350	

(a) This indicator measures the proportion of people per 1,000 in the target population who receive Home and Community Care (HACC) services. The HACC program aims to provide basic support services to frail aged and younger people with a disability. This in turn reduces the risk of premature or inappropriate long-term residential care for these Western Australians.
(b) The reported 2014-15 Estimated Actual should be interpreted with caution as it is based on preliminary data that is subject to further validation. Final performance data will not be available until 28 September 2015.
(c) A change in methodology occurred in 2014 to incorporate a one-year lag period for data availability, data is not comparable to previous Budget Papers.

Rate of hospitalisation for selected respiratory conditions - Asthma [(a) (b)]

Asthma - hospitalisation per 1,000 persons	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual [(c)]	2015-16 Budget Target	Note
0-4 years	4	4.3	3	4	
5-12 years	2.9	2.2	2.2	2.2	
13-18 years	0.7	0.6	0.6	0.6	
19-34 years	0.6	0.6	0.5	0.6	
35+ years	0.8	0.7	0.7	0.7	

(a) Asthma is a chronic condition that affects the lungs at varying levels of severity. The rate of admission to hospital per 1,000 people for treatment of this condition can be an indicator of the effectiveness of primary care services or community health strategies including health education, disease prevention, and disease management delivered through WA Health and other providers across the wider health system.
(b) Data to measure performance against this KPI includes services delivered through State public hospitals and services contracted from selected private hospitals.
(c) The reported 2014-15 Estimated Actual should be interpreted with caution as it is based on preliminary data that is subject to further validation. Final performance data will not be available until 28 September 2015.

Loss of life from premature death due to identifiable causes of preventable disease or injury, per 1,000 population [(a) (b) (c)]

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual [(d)]	2015-16 Budget Target [(e)]	Note
Lung Cancer	1.7	1.9	1.7	1.9	
Ischaemic Heart Disease	2.3	2.7	2.3	2.7	
Falls	0.3	0.1	0.3	0.1	
Melanoma	0.6	0.5	0.6	0.5	

(a) This indicator measures the total years of life lost (per 1,000 population and age standardised) from all deaths associated with lung cancer, ischaemic heart disease, falls and melanoma. Success is measured by gradual downwards trends over a number of years.
(b) International Classification of Diseases codes were used to identify those deaths caused by conditions known to be largely preventable. The conditions identified above are those for which WA Health has screening, health promotion or other programs designed to specifically target reductions in these diseases and injuries.
(c) Data to measure performance against this KPI includes services delivered through State public hospitals and services contracted from selected private hospitals.
(d) The reported 2014-15 Estimated Actual should be interpreted with caution as it is based on preliminary data that is subject to further validation. Final performance data will not be available until 28 September 2015.
(e) The reported 2015-16 Budget Target is unchanged from the 2014-15 Budget published in the 2014-15 Budget Papers, being based on the latest available data provided by the Australian Bureau of Statistics.

Services and Key Efficiency Indicators

1. Public Hospital Admitted Patients

Public hospital admitted patient services describe the care services provided to inpatients in public hospitals (excluding specialised mental health wards) and to public patients treated in private facilities under contract to the Department of Health. An admission to hospital can be for a period of one or more days and includes medical and surgical treatment, renal dialysis, oncology services and obstetric care.

	2013-14 Actual	2014-15 Budget [(a)]	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service [(b)]	4,046,136	4,267,258	4,298,960	4,366,127	
Less Income	1,647,746	1,652,048	1,693,984	1,780,701	
Net Cost of Service	2,398,390	2,615,210	2,604,976	2,585,426	
Employees (Full Time Equivalents)	25,813	27,110	26,229	26,215	
Efficiency Indicators					
Average Cost per Casemix Adjusted Separation for Tertiary Hospitals	$6,815	$7,285	$7,355	$7,380	
Average Cost per Casemix Adjusted Separation for Non-Tertiary Hospitals	$5,773	$6,837	$6,846	$6,850	
Average Cost of Admitted Public Patient Treatment Episodes in Private Hospitals	$3,482	$3,380	$3,490	$3,494	
Cost per Capita of Supporting Treatment of Patients in Public Hospitals	$30	$33	$31	$32	
Average Cost per Bed-day for Admitted Patients (Selected Small Rural Hospitals)	$1,391	$1,709	$1,356	$1,343	1

(a) For comparability purposes, the 2014-15 Budget income estimate has been recast to reflect refinements in the revenue allocation methodology that have been applied in deriving the income estimates for 2015-16.

(b) The Total Cost of Service includes the cost of admitted patient services delivered through public metropolitan and rural hospitals, contracted providers for admitted public patients and the cost of State-wide support services.

Explanation of Significant Movements

(Notes)

1. The variation in the Average Cost per Bed-day for Admitted Patients (Selected Small Rural Hospitals) from 2014-15 Budget to 2014-15 Estimated Actual is the result of refinements to WA Country Health Service costing models as a result of changes in the service mix in small rural hospitals relative to that assumed in the 2014-15 Budget.

2. Home-Based Hospital Programs

The 'Hospital in the Home'(HITH) and 'Mental Health in the Home' (MITH) programs provide short-term acute care in the patient's home for those who can be safely cared for without constant monitoring for conditions that traditionally required hospital admission and inpatient treatment. These services involve daily home visits by nurses, with medical governance usually by a hospital-based doctor. This service also includes the 'Friend-in-Need-Emergency' (FINE) program which delivers similar care interventions for older and chronically ill patients who have a range of short-term clinical care requirements.

	2013-14 Actual	2014-15 Budget [(a)]	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service [(b)]	41,995	44,929	44,720	44,833	
Less Income	2,363	2,064	2,195	2,237	
Net Cost of Service	39,632	42,865	42,525	42,596	
Employees (Full Time Equivalents)	72	75	73	73	
Efficiency Indicators					
Average Cost per Home-Based Hospital Day of Care	$321	$311	$316	$317	
Average Cost per Home-Based Hospital Care Occasion of Service	$129	$124	$125	$125	

(a) For comparability purposes, the 2014-15 Budget income estimate has been recast to reflect refinements in the revenue allocation methodology that have been applied in deriving the income estimates for 2015-16.
(b) The Total Cost of Service includes the cost of hospital in the home services provided by metropolitan public hospitals and Hospital in the Home services delivered through the contracted provider, Silver Chain.

3. Palliative Care

Palliative care services describe contracted inpatient and home-based multi-disciplinary care and support for terminally ill people and their families and carers. Education and advisory services are also available to assist professionals, particularly those in rural areas.

	2013-14 Actual	2014-15 Budget [(a)]	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service [(b)]	30,553	31,859	31,954	32,227	
Less Income	2,350	1,584	1,649	1,671	
Net Cost of Service	28,203	30,275	30,305	30,556	
Efficiency Indicators					
Average Cost per Client Receiving Contracted Palliative Care Services	$5,010	$4,734	$4,735	$4,735	

(a) For comparability purposes, the 2014-15 Budget income estimate has been recast to reflect refinements in the revenue allocation methodology that have been applied in deriving the income estimates for 2015-16.
(b) The Total Cost of Service includes palliative care services delivered by contracted providers such as Silver Chain, Peel and Joondalup Health Campuses and the Murdoch Community Hospice.

4. Emergency Department

Emergency department services describe the treatment provided in metropolitan and major rural hospitals to those people with sudden onset of illness or injury of such severity and urgency that they need immediate medical help which is either not available from their General Practitioner, or for which their General Practitioner has referred them for treatment.

An emergency department can provide a range of services and may result in admission to hospital or in treatment without admission. Not all public hospitals provide emergency care services. Privately provided contracted emergency services are included.

	2013-14 Actual	2014-15 Budget [(a)]	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	674,850	721,693	729,290	740,513	
Less Income	202,361	212,815	212,846	229,205	
Net Cost of Service	472,489	508,878	516,444	511,308	
Employees (Full Time Equivalents)	2,531	2,659	2,572	2,571	
Efficiency Indicators					
Average Cost per Emergency Department Attendance	$683	$927	$688	$689	1

(a) For comparability purposes, the 2014-15 Budget income estimate has been recast to reflect refinements in the revenue allocation methodology that have been applied in deriving the income estimates for 2015-16.

Explanation of Significant Movements

(Notes)

1. The variance in the Average Cost per Emergency Department Attendance between the 2014-15 Budget and the 2014-15 Estimated Actual is largely the result of contracted emergency department activity at some sites being incorrectly excluded in the 2014-15 Budget Estimate, which inflated the 2014-15 Budget unit cost.

5. Public Hospital Non-Admitted Patients

Medical officers, nurses and allied health staff provide non-admitted (out-patient) care services and include clinics for pre and post-surgical care, allied health care and medical care as well as emergency services provided in the remainder of rural hospitals not included under the Emergency Department service.

	2013-14 Actual	2014-15 Budget [(a)]	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	803,750	919,517	921,480	940,919	
Less Income	369,727	391,201	392,960	420,960	
Net Cost of Service	434,023	528,316	528,520	519,959	
Employees (Full Time Equivalents)	514	540	522	522	
Efficiency Indicators					
Average Cost per Doctor Attended Outpatient Episode for Metropolitan Health Service Hospitals	$594	$667	$664	$665	
Average Cost per Non-Admitted Occasion of Service for Metropolitan Health Service Hospitals (Excludes Emergency Occasions and Doctor Attended Outpatient Occasions)	$142	$155	$154	$156	
Average Cost per Non-Admitted Hospital Based Occasion of Service for Rural Hospitals	$137	$149	$145	$146	

(a) For comparability purposes, the 2014-15 Budget income estimate has been recast to reflect refinements in the revenue allocation methodology that have been applied in deriving the income estimates for 2015-16.

6. Patient Transport

Patient transport services are those services provided by St John Ambulance Australia, the Royal Flying Doctor Service (RFDS) Western Operations and the Patient Assisted Travel Scheme (PATS). These services assist people in need of urgent medical treatment to reach the nearest appropriate medical facility or assist people living in rural or remote locations to access specialist services.

	2013-14 Actual	2014-15 Budget [(a)]	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	195,904	209,916	209,647	212,197	
Less Income	8,244	7,203	7,659	7,804	
Net Cost of Service	187,660	202,713	201,988	204,393	
Employees (Full Time Equivalents)	9	9	9	9	
Efficiency Indicators					
Average Cost per Trip of Patient Assisted Travel Scheme	$487	$567	$528	$530	
Cost per Capita of Royal Flying Doctor Service Western Operations, St John Ambulance Australia - Western Australia Ambulance Service Agreements	$61	$63	$64	$65	

(a) For comparability purposes, the 2014-15 Budget income estimate has been recast to reflect refinements in the revenue allocation methodology that have been applied in deriving the income estimates for 2015-16.

7. Prevention, Promotion and Protection

Prevention, promotion and protection services describe programs implemented to increase optimal health and wellbeing, encourage healthy lifestyles, reduce the onset of disease and disability, reduce the risk of long-term illness and disability with early detection and developmental interventions, or monitor the incidence of disease in the population to determine the effectiveness of health measures and provide direction for new policies and programs. Specific areas of service include genomics, the management and development of health information, Aboriginal health, breast screening services, child and community health, health promotion, communicable disease control, environmental health, disaster planning and management, statutory medical notifications and services provided by the Office of the Chief Medical Officer.

	2013-14 Actual	2014-15 Budget [(a)]	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	514,763	603,506	613,249	596,272	
Less Income	27,831	45,457	46,440	45,014	
Net Cost of Service	486,932	558,049	566,809	551,258	
Employees (Full Time Equivalents)	2,495	2,620	2,535	2,534	
Efficiency Indicators					
Cost per Capita of Providing Preventative Interventions, Health Promotion and Protection Activities	$55	$54	$55	$55	
Average Cost per Capita of Population Health Units	$144	$135	$141	$144	
Average Cost per Breast Screening	$159	$153	$163	$165	

(a) For comparability purposes, the 2014-15 Budget income estimate has been recast to reflect refinements in the revenue allocation methodology that have been applied in deriving the income estimates for 2015-16.

8. Dental Health

Dental health services include the school dental service, providing dental health assessment and treatment for school children, the adult dental service for financially and/or geographically disadvantaged people and specialist and general dental and oral health care provided by the Oral Health Centre of Western Australia to holders of a Health Care Card. Services are provided through government funded dental clinics, itinerant services and private dental practitioners participating in the metropolitan, country and orthodontic patient dental subsidy schemes.

	2013-14 Actual	2014-15 Budget [(a)]	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	93,907	124,300	110,388	115,495	1
Less Income	19,925	16,808	29,808	8,149	2
Net Cost of Service	73,982	107,492	80,580	107,346	
Employees (Full Time Equivalents)	681	716	692	692	
Efficiency Indicators					
Average Cost per Enrolled Child for School Dental Service	$135	$136	$134	$133	
Average Cost per Dental Service Provided by the Oral Health Centre of Western Australia	$150	$159	$161	$162	
Average Cost of Completed Courses of Adult Dental Care	$343	$399	$358	$349	3

(a) For comparability purposes, the 2014-15 Budget income estimate has been recast to reflect refinements in the revenue allocation methodology that have been applied in deriving the income estimates for 2015-16.

Explanation of Significant Movements

(Notes)

1. The variance between 2014-15 Budget and the 2014-15 Estimated Actual is the result of delayed funding approval of the National Partnership Agreement (NPA) for Treating More Public Dental Patients.

2. The variance between the 2014-15 Budget and the 2014-15 Estimated Actual reflects additional funding received in 2014-15 under the NPA on Treating More Public Dental Patients. The National Partnership ceased on 31 March 2015, hence the decline in the 2015-16 Budget Target compared to the 2014-15 Estimated Actuals.

3. The variation in the Average Cost of Completed Course of Adult Dental Care between the 2014-15 Budget and the 2014-15 Estimated Actual and between the 2014-15 Budget and 2015-16 Budget Target is the result of the terminating NPA on Treating more Public Dental Patients in 2014-15, which has caused lower program delivery expenditure.

9. Continuing Care

Aged and continuing care services include:

- the Home and Community Care (HACC) program providing services such as domestic assistance, social support, nursing care, respite, food and meal services, transport and home maintenance. These services aim to support people to stay at home where their capacity for independent living is at risk of premature admission to long-term residential care;
- the Transition Care Program aims to help older people's independence and confidence at the end of a hospital stay by assisting them to maintain or improve their functional ability. This program provides the person with more time and support in a non-hospital environment to complete their restorative process, optimise their functional capacity and assists them and their family to access longer term care arrangements;
- non-government continuing care programs that offer residential care type services for frail aged or younger disabled persons who are unable to access a permanent care placement in a Commonwealth Government funded residential aged care facility, or where their care needs exceed what can be provided in a normal home environment;
- residential care in rural areas provided for people assessed as no longer being able to live at home and include nursing home care provided by the State, nursing home type care provided in public hospitals and hostel care; and
- chronic illness support services providing people with a chronic condition with treatment and preventive care to enable them to remain healthy at home. Services include chronic disease support initiatives which aim to improve the life of those with chronic conditions, reduce avoidable hospital admissions and inpatient length-of-stay, emergency department attendance, and not-for-profit sector contracts that provide community members with services and support for a range of chronic conditions and illnesses.

	2013-14 Actual	2014-15 Budget [(a)]	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	488,987	500,503	501,013	488,900	
Less Income	236,891	247,874	256,219	241,875	
Net Cost of Service	252,096	252,629	244,794	247,025	
Employees (Full Time Equivalents)	506	532	514	514	
Efficiency Indicators					
Average Cost of HACC Services per Person with Long-Term Disability	$3,745	$4,111	$4,081	$4,082	
Average Cost per Transition Care Day	$282	$305	$298	$300	
Average Cost per Day of Care for Non-Acute Admitted Continuing Care	$751	$767	$767	$769	
Average Cost to Support Patients who Suffer Chronic Illness and Other Clients Who Require Continuing Care	$50	$72	$50	$51	1
Average Cost per Bed-day in Specified Residential Care Facilities, Flexible Care (Hostels) and Nursing Home Type Residents	609	$487	$570	$598	2

(a) For comparability purposes, the 2014-15 Budget income estimate has been recast to reflect refinements in the revenue allocation methodology that have been applied in deriving the income estimates for 2015-16.

Explanation of Significant Movements

(Notes)

1. The variance between the 2014-15 Budget and 2014-15 Estimated Actual for the Average Cost to Support Patients Who Suffer Chronic Illness and Other Clients Who Require Continuing Care is largely the result of lower than expected cost for delivering services.
2. The increase in the Average Cost per Bed-day for Specified Residential Care Facilities, Flexible Care (hostels) and Nursing Home Type Residents between the 2014-15 Budget and the 2014-15 Estimated Actual is the result of refinements to WA Country Health Service costing models as a result of changes in the service mix in these facilities relative to that assumed in the 2014-15 Budget.

10. Contracted Mental Health

Contracted mental health services describe inpatient care in an authorised ward and community mental health services provided by Health Services under agreement with the Mental Health Commission for specialised admitted and community mental health.

	2013-14 Actual	2014-15 Budget [(a)]	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	533,571	585,971	585,970	612,041	
Less Income	533,571	585,971	582,290	612,041	
Net Cost of Service	-	-	3,680	-	
Employees (Full Time Equivalents)	3,543	3,721	3,600	3,598	
Efficiency Indicators					
Average Cost per Bed-day in a Specialised Mental Health Unit	$1,492	$1,308	$1,240	$1,270	
Average Cost per Three Month Period of Community Care Provided by Public Community Mental Health Services	$2,051	$2,257	$2,273	$2,328	

(a) For comparability purposes, the 2014-15 Budget income estimate has been recast to reflect refinements in the revenue allocation methodology that have been applied in deriving the income estimates for 2015-16.

Asset Investment Program

To ensure that Western Australians have access to safe and quality healthcare, delivered in world class health facilities, approximately $7 billion has been committed for over 100 asset investment projects. This includes the upgrade and redevelopment of Western Australian hospitals and health related facilities. A key component of this investment is a significant injection of capital funding via the Royalties for Regions program into the redevelopment and expansion of country hospitals. Major infrastructure related projects and activities include:

- Construction work will continue on the following infrastructure projects:
  - Perth Children's Hospital;
  - Midland Public Hospital, finalisation of construction, continuation of commissioning and fit-out;
  - Joondalup Health Campus – Telethon Paediatric Ward;
  - Carnarvon Health Campus;
  - Esperance Health Campus; and
  - Exmouth Multi-purpose Service Redevelopment.
- Construction is planned to commence on the:
  - Karratha Health Campus; and
  - Renal Dialysis and Support Services program (funded via the Commonwealth's Health and Hospital Fund).
- Infrastructure enhancement and operations maintenance for the Royal Perth Hospital (RPH).
  - Commencing planning and detailed design on the:
  - Laverton Primary Health and Aged Care Facility; and
  - North West Health Initiative Programs including Onslow Health Campus and Newman Health Service Redevelopment.
- Maintaining ICT.

	Estimated Total Cost $'000	Estimated Expenditure to 30-6-15 $'000	2014-15 Estimated Expenditure $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
WORKS IN PROGRESS							
Equipment							
BreastScreen WA - Digital Mammography Technology	12,666	11,589	1,995	1,077	-	-	-
Equipment Replacement Program	433,864	359,136	19,748	30,754	26,036	17,938	-
St John's Ambulance (Regional Western Australia)	1,825	1,357	46	-	-	-	-
Hospitals, Health Centres and Community Facilities							
Armadale Kelmscott Hospital - Development	15,403	9,272	-	1,000	2,000	3,131	-
Bunbury, Narrogin and Collie Hospitals - Pathology Laboratories Redevelopment	6,960	2,300	2,300	3,000	1,660	-	-
Busselton Health Campus [(a)]	117,510	112,510	29,394	5,000	-	-	-
Carnarvon Health Campus Redevelopment [(a)]	25,937	22,784	20,925	3,153	-	-	-
Eastern Wheatbelt District (Including Merredin) Stage 1	8,280	2,863	2,565	4,061	1,356	-	-
Esperance Health Campus Redevelopment [(a)]	32,619	24,012	19,865	7,851	755	-	-
Exmouth Multipurpose Service Redevelopment [(b)]	7,900	6,243	5,242	1,657	-	-	-
Fremantle Hospital and Health Service Reconfiguration	5,221	2,299	2,299	2,922	-	-	-
Harvey Health Campus Redevelopment	12,968	4,428	3,804	8,540	-	-	-
Health Services Development Fund	3,992	2,011	2,011	1,535	446	-	-
Joondalup Health Campus - Development Stage 1	215,152	214,152	12,794	1,000	-	-	-
Joondalup Health Campus Telethon Paediatric Ward	14,718	7,918	7,918	4,900	1,900	-	-
Karratha Health Campus - Development [(b)]	206,900	7,276	5,000	15,000	80,000	100,000	4,272
Land Acquisition	4,873	4,816	-	57	-	-	-
Metropolitan Plan Implementation							
Kalamunda Hospital - Redevelopment Stage 2	8,147	582	565	-	-	421	7,144
Peel Health Campus - Development Stage 1	2,333	905	905	1,428	-	-	-
Sir Charles Gairdner Hospital (SCGH) - Mental Health Unit	28,926	27,854	11,776	900	172	-	-
Midland Health Campus - Development Stage 1	359,680	343,943	109,361	14,239	1,498	-	-
NPA - Improving Public Hospital Services	89,126	78,378	34,117	10,748	-	-	-
Onslow Hospital [(a)]	41,800	2,000	2,000	17,000	22,800	-	-
Osborne Park Hospital							
Reconfiguration Stage 1	26,301	261	-	-	-	-	26,040
Additional Parking Facility	3,330	350	350	1,980	1,000	-	-
PathWest - Laboratory Equipment and Asset Replacement/Maintenance	1,500	1,000	1,000	500	-	-	-
Perth Children's Hospital (PCH) - Development	1,162,668	1,032,885	370,111	128,764	1,019	-	-
Point of Care Network for Pathology Testing	776	698	698	78	-	-	-
Princess Margaret Hospital (PMH) - Holding	6,245	2,626	500	3,619	-	-	-
QEIIMC - New Central Plant Facility	221,523	211,441	7,900	10,082	-	-	-
Remote Indigenous Health [(b)]	20,326	18,697	5,356	1,629	-	-	-
Renal Dialysis and Support Services	44,753	984	984	25,000	12,000	6,769	-
RPH Redevelopment Stage 1	19,371	371	371	19,000	-	-	-
SCGH							
Redevelopment Stage 1	48,028	5,138	1,573	3,765	4,000	4,359	30,766
Catheter Laboratory 2 Upgrade	835	600	600	235	-	-	-
Southern Inland Health Initiative							
Integrated District Health Campuses Stream 2 [(b)]	127,432	7,247	2,786	12,114	53,462	46,078	8,531
Primary Health Centres [(b)]	39,312	2,245	1,183	5,060	14,157	16,077	1,773
Small Hospitals and Nursing Posts [(b)]	102,615	12,720	2,674	26,242	62,292	1,361	-
Telehealth [(b)]	5,522	3,195	400	1,347	980	-	-
Strengthening Cancer Services - Regional Cancer Patient Accommodation	4,517	1,630	1,495	2,395	492	-	-
Upper Great Southern District (including Narrogin) Stage 1	11,029	4,579	4,200	4,711	1,576	163	-
Wheatbelt Renal Dialysis [(b)]	1,967	44	44	87	890	829	100
Information and Communications Equipment and Infrastructure							
Corporate and Shared Services Reform - Health Corporate Network (HCN)	9,441	7,616	-	-	-	1,825	-
Fiona Stanley Hospital (FSH) ICT Commissioning	32,114	30,000	30,000	2,114	-	-	-
FSH ICT - Intensive Care Clinical Information Systems	4,200	2,887	2,887	1,313	-	-	-
FSH ICT - Pharmacy Automation	9,600	7,100	7,100	2,500	-	-	-
PCH ICT	179,152	116,297	108,086	46,853	12,914	3,088	-
Replacement of PathWest's Laboratory Information Systems	25,023	2,765	2,765	10,934	9,664	1,660	-
Stabilising Existing ICT Platform	12,705	9,295	9,295	3,410	-	-	-
Other Projects							
Country - Staff Accommodation Stage 4	8,514	1,389	1,242	5,800	1,325	-	-
Enhancing Health Services for the Pilbara in Partnership with Industry [(b)]	8,276	8,183	2,378	-	-	-	-
Minor Buildings Works	157,198	139,147	1,443	9,051	3,000	3,000	3,000

	Estimated Total Cost $'000	Estimated Expenditure to 30-6-15 $'000	2014-15 Estimated Expenditure $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
COMPLETED WORKS							
Hospitals, Health Centres and Community Facilities							
Broome							
Mental Health - 14-Bed Unit	9,169	9,169	267	-	-	-	-
Paediatrics Facility	7,833	7,833	78	-	-	-	-
Regional Resource Centre - Redevelopment Stage 1	42,000	42,000	457	-	-	-	-
Clinical Training Fund	3,289	3,289	360	-	-	-	-
Community Mental Health Initiatives	5,788	5,788	296	-	-	-	-
Country Staff Accommodation Stage 3	27,019	27,019	504	-	-	-	-
Denmark Multi-purpose Centre - Replacement [b]	18,041	18,041	34	-	-	-	-
Derby Community Mental Health Refurbishment	1,201	1,201	145	-	-	-	-
East Kimberley Development Package	39,244	39,244	1,678	-	-	-	-
FSH - Development	1,595,566	1,595,566	5,565	-	-	-	-
Graylands Hospital - Redevelopment Planning	600	600	250	-	-	-	-
Hedland Regional Resource Centre Stage 2	136,327	136,327	1,988	-	-	-	-
Kalgoorlie Regional Resource Centre - Redevelopment Stage 1 [a]	57,989	57,989	18,364	-	-	-	-
Kimberley - Various Health Project Developments	45,300	45,300	175	-	-	-	-
King Edward Memorial Hospital (KEMH)							
Holding	1,380	1,380	324	-	-	-	-
Maternal Foetal Assessment	5,500	5,500	122	-	-	-	-
Nickol Bay Hospital Roof Replacement	2,500	2,500	457	-	-	-	-
PMH - Interim Holding Works at Existing PMH Site	2,824	2,824	2,824	-	-	-	-
QEIIMC Electrical Switchgear Upgrade	2,290	2,290	86	-	-	-	-
Regional Health Administrative Accommodation [b]	2,179	2,179	765	-	-	-	-
RPH							
Plastics Clinics Relocation	4,440	4,440	592	-	-	-	-
Medical Oncology Redevelopment	2,447	2,447	180	-	-	-	-
SCGH - G Block Lift Upgrade	6,092	6,092	6	-	-	-	-
South Metropolitan Health Service Reconfiguration (FSH link)	145	145	145	-	-	-	-
South West Health Campus - Critical Care Unit	14,518	14,518	677	-	-	-	-
State Rehabilitation Service - Development	225,689	225,689	4,280	-	-	-	-
ICT Bunbury BreastScreen Clinic	500	500	500	-	-	-	-
Information and Communications Equipment and Infrastructure							
Clinical Incident Management System	3,343	3,343	1,404	-	-	-	-
FSH ICT - Anaesthetics Alert Management	1,200	1,200	1,200	-	-	-	-
ICT	235,011	235,011	4,412	-	-	-	-
Upgrade of PABX infrastructure at SCGH and KEMH	3,000	3,000	3,000	-	-	-	-
Other Projects							
Junior Doctors - Simulated Learning Environments	1,004	1,004	96	-	-	-	-
Western Australia Country Health Service Picture Archiving and Communication System (PACS) - Regional Resource Centre	6,307	6,307	2,289	-	-	-	-
NEW WORKS							
Hospitals, Health Centres and Community Facilities							
Fremantle Hospital - Reconfiguration Stage 1	10,163	-	-	-	-	9,452	711
Laverton Primary Health and Aged Care Facility [b]	19,500	-	-	500	4,000	12,000	3,000
Metropolitan Plan Implementation							
Bentley Hospital - Development	10,337	-	-	-	500	2,003	5,000
Graylands Hospital - Development Stage 1	92	-	-	-	-	-	92
Newman Health Service Redevelopment [b]	52,330	-	-	280	4,850	32,160	15,040
North West Health Initiative							
North West Health Initiative - Other [b]	63,790	-	-	2,310	600	23,640	37,240
Southern Inland Health Initiative - District Medical Workforce Investment Stream 1 [b]	24,700	-	-	-	-	-	24,700
Strengthening Cancer Services in Regional Western Australia - Geraldton Cancer Centre	3,600	-	-	2,500	1,100	-	-
Strengthening Cancer Services in Regional Western Australia - Narrogin Cancer Centre	2,000	-	-	750	1,250	-	-
Strengthening Cancer Services in Regional Western Australia - Northam Cancer Centre	3,500	-	-	2,500	1,000	-	-

	Estimated Total Cost $'000	Estimated Expenditure to 30-6-15 $'000	2014-15 Estimated Expenditure $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Information and Communications Equipment and Infrastructure							
Infection Prevention and Control System	2,427	-	-	1,630	797	-	-
Total Cost of Asset Investment Program [c]	6,653,247	5,389,753	915,571	474,875	331,491	285,954	167,409
Loan and Other Repayments			54,545	79,351	70,027	69,947	62,787
Total	6,653,247	5,389,753	970,116	554,226	401,518	355,901	230,196
FUNDED BY							
Capital Appropriation			245,284	213,940	124,014	95,344	65,787
Commonwealth Grants			73,800	16,678	11,760	2,769	-
Funding Included in Department of Treasury - Administered Item			140,656	53,026	8,189	17,063	71,913
Funding Included in Department of Treasury - FSH			2,019	-	-	-	-
Funding Included in Department of Treasury - PCH			360,111	121,820	1,019	-	-
Internal Funds and Balances and Other Balances			97,845	67,755	16,171	8,580	22,462
Drawdowns from Royalties for Regions Fund [b]			50,401	81,007	240,365	232,145	70,034
Total Funding			970,116	554,226	401,518	355,901	230,196

(a) Partially funded from the Royalties for Regions Fund.
(b) Fully funded from the Royalties for Regions Fund.
(c) The Estimated Total Cost in the above Asset Investment Program does not include an allocation for expensed capital. Hence, it does not reflect the total approved project budget.

Financial Statements

Income Statement

Expenses

The estimated Total Cost of Services is projected to grow by $102.9 million (1.3%) between 2014-15 Estimated Actual and 2015-16 Budget Estimate. The forecast expense growth is largely attributable to additional growth in the volume and cost of public hospital services and specialised mental health services of $242.7 million, offset by an increase in the impact of savings measures for 2015-16 of $90 million and movements in expenditure due to program timing.

Statement of Financial Position

The estimated total equity is expected to increase by $565.8 million between 2014-15 Estimated Actual and 2015-16 Budget Estimate. This is a result of a projected increase in total assets of $412.1 million and a projected decrease in liabilities of $153.7 million. The projected increase from the 2014-15 Estimated Actual to the 2015-16 Budget Estimate in total assets is attributable to a number of significant health infrastructure projects currently under construction including the:

- Perth Children's Hospital (PCH) Development ($128.8 million);
- PCH information and communications technology ($46.9 million);
- range of projects funded under the Southern Inland Health Initiative ($44.8 million);
- Renal Dialysis and Support Services ($25 million);
- enhancement of infrastructure and operations at the Royal Perth Hospital ($19 million);
- Onslow Hospital Redevelopment ($17 million);
- Karratha Health Campus ($15 million);
- Midland Health Campus ($14.2 million); and
- Esperance Health Campus ($7.9 million).

Statement of Cashflows

The estimated cash balance at 30 June 2016 of $633.6 million is $107.9 million (14.6%) lower than the expected cash position at 30 June 2015. This reduction is mainly due to the utilisation of Commonwealth and Royalties for Regions funding for program and service delivery.

INCOME STATEMENT [a]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
COST OF SERVICES							
Expenses							
Employee benefits [b]	4,243,667	4,622,167	4,558,889	4,686,045	4,954,556	5,006,401	5,258,606
Grants and subsidies [c]	51,161	37,385	27,746	62,087	49,370	42,792	42,478
Supplies and services	902,869	824,451	842,542	835,874	857,883	864,902	906,052
Accommodation	110,651	95,547	98,234	97,430	91,312	92,680	99,141
Depreciation and amortisation	231,359	324,048	322,592	372,999	382,823	387,115	408,342
Direct patient support costs expense	784,551	836,997	872,487	893,323	988,284	1,001,946	1,052,126
Indirect patient support costs expense	161,572	199,036	200,729	204,438	226,797	243,161	261,706
Visiting medical practitioners expense	142,255	154,564	155,256	160,463	172,402	174,207	182,863
Private sector contracts expense	456,893	689,713	703,170	648,141	649,621	662,834	682,953
Other expenses	339,438	225,544	265,026	188,724	185,084	193,869	253,144
TOTAL COST OF SERVICES	7,424,416	8,009,452	8,046,671	8,149,524	8,558,132	8,669,907	9,147,411
Income							
Sale of goods and services	282,867	296,802	288,199	297,979	306,212	312,088	322,484
Grants and subsidies	574,511	421,732	466,183	389,871	362,679	348,062	321,134
National Health Reform Agreement	1,364,137	1,572,957	1,587,581	1,747,219	1,900,778	1,909,618	1,995,279
Service Delivery Agreement	533,571	585,970	582,290	612,041	641,760	672,154	704,380
Other revenue	295,923	285,564	301,797	302,547	308,564	314,760	320,897
Total Income	3,051,009	3,163,025	3,226,050	3,349,657	3,519,993	3,556,682	3,664,174
NET COST OF SERVICES	4,373,407	4,846,427	4,820,621	4,799,867	5,038,139	5,113,225	5,483,237
INCOME FROM STATE GOVERNMENT							
Service appropriations	4,237,876	4,700,856	4,698,344	4,823,053	4,930,245	5,046,958	5,440,087
Resources received free of charge	6,937	6,376	16,167	17,698	17,698	17,698	17,697
Royalties for Regions Fund:							
Regional Community Services Fund	60,701	41,459	39,745	38,113	30,820	25,494	22,973
Regional Infrastructure and Headworks Fund	9,312	23,713	21,926	16,993	7,368	5,760	2,480
Other appropriations	-	21,819	21,819	-	-	-	-
TOTAL INCOME FROM STATE GOVERNMENT	4,314,826	4,794,223	4,798,001	4,895,857	4,986,131	5,095,910	5,483,237
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(58,581)	(52,204)	(22,620)	95,990	(52,008)	(17,315)	-

(a) Full audited financial statements are published in the agency's Annual Report.
(b) The Full Time Equivalents for 2013-14 Actual, 2014-15 Estimated Actual and 2015-16 Budget Estimate are 36,164, 36,746 and 36,728 respectively. In some cases the figures for 2013-14 and 2014-15 may differ from previously published figures due to changes in calculation methodology.
(c) Refer to the Details of Controlled Grants and Subsidies table below for further information.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Continuing Care	3,713	2,637	1,973	4,532	3,627	3,043	3,021
Dental Health	255	256	125	278	221	192	191
Home-Based Hospital Programs	128	96	76	169	135	117	116
Palliative Care	162	158	96	215	171	148	147
Patient Transport	8,933	309	5,307	11,851	9,419	8,185	8,125
Prevention, Promotion and Protection	15,024	14,657	8,111	18,113	14,396	12,509	12,418
Public Hospital Admitted Patients	17,956	14,799	9,466	21,141	16,801	14,601	14,492
Public Hospital Non-Admitted Patients	4,990	4,473	2,592	5,788	4,600	3,997	3,968
TOTAL	51,161	37,385	27,746	62,087	49,370	42,792	42,478

STATEMENT OF FINANCIAL POSITION [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CURRENT ASSETS							
Cash assets	267,309	74,622	181,054	134,055	123,525	118,945	121,105
Restricted cash	586,154	334,476	502,538	441,589	384,830	360,746	336,124
Holding account receivables	-	81,921	32,205	64,081	101,686	105,398	105,398
Receivables	174,422	145,673	174,422	174,422	174,422	174,422	174,422
Other	80,644	80,618	80,058	79,449	79,449	79,449	79,449
Total current assets	1,108,529	717,310	970,277	893,596	863,912	838,960	816,498
NON-CURRENT ASSETS							
Holding account receivables	1,640,393	1,926,345	1,974,605	2,361,525	2,754,602	3,138,005	3,546,347
Property, plant and equipment	7,430,853	8,282,490	8,169,196	8,270,499	8,218,063	8,117,025	7,895,572
Intangibles	265,324	214,033	320,764	321,337	322,441	322,318	302,838
Restricted cash	57,916	56,639	57,916	57,916	57,916	57,916	57,916
Other	2,410	9,457	2,361	2,361	2,361	2,361	2,361
Total non-current assets	9,396,896	10,488,964	10,524,842	11,013,638	11,355,383	11,637,625	11,805,034
TOTAL ASSETS	10,505,425	11,206,274	11,495,119	11,907,234	12,219,295	12,476,585	12,621,532
CURRENT LIABILITIES							
Employee provisions	767,410	831,326	790,285	818,449	852,342	852,342	852,342
Payables	362,495	340,051	362,495	362,495	362,495	362,495	362,495
Accruals - salaries and wages	156,657	168,260	172,693	52,578	65,228	65,228	65,228
Other	47,508	15,630	78,913	69,237	70,813	65,928	56,412
Total current liabilities	1,334,070	1,355,267	1,404,386	1,302,759	1,350,878	1,345,993	1,336,477
NON-CURRENT LIABILITIES							
Employee provisions	176,679	202,632	189,542	207,176	221,142	221,142	221,142
Borrowings	228,488	339,752	347,254	277,579	205,976	140,914	87,643
Total non-current liabilities	405,167	542,384	536,796	484,755	427,118	362,056	308,785
TOTAL LIABILITIES	1,739,237	1,897,651	1,941,182	1,787,514	1,777,996	1,708,049	1,645,262
EQUITY							
Contributed equity	5,730,755	6,636,851	6,541,124	7,010,917	7,384,504	7,729,056	7,936,790
Accumulated surplus/(deficit)	79,989	(133,271)	57,369	153,359	101,351	84,036	84,036
Reserves	2,955,444	2,805,043	2,955,444	2,955,444	2,955,444	2,955,444	2,955,444
Total equity	8,766,188	9,308,623	9,553,937	10,119,720	10,441,299	10,768,536	10,976,270
TOTAL LIABILITIES AND EQUITY	10,505,425	11,206,274	11,495,119	11,907,234	12,219,295	12,476,585	12,621,532

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

STATEMENT OF CASHFLOWS [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	4,018,915	4,332,983	4,331,927	4,404,257	4,499,563	4,659,843	5,031,745
Capital appropriation	827,437	820,378	748,070	388,786	133,222	112,407	137,700
Holding account drawdowns	27,500	-	-	-	-	-	-
Royalties for Regions Fund:							
Regional Community Services Fund	68,512	44,577	44,355	43,111	31,710	26,323	23,073
Regional Infrastructure and Headworks Fund	143,486	132,696	67,717	93,002	246,843	237,076	72,414
Administered appropriations	-	21,819	21,819	-	-	-	-
Net cash provided by State Government	5,085,850	5,352,453	5,213,888	4,929,156	4,911,338	5,035,649	5,264,932
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(4,182,084)	(4,562,300)	(4,507,110)	(4,760,359)	(4,894,044)	(5,006,401)	(5,258,606)
Grants and subsidies	(51,161)	(37,385)	(27,746)	(62,087)	(49,370)	(42,792)	(42,478)
Supplies and services	(860,209)	(793,820)	(811,230)	(808,381)	(831,447)	(837,882)	(876,602)
Accommodation	(109,525)	(95,543)	(98,230)	(100,509)	(91,313)	(92,680)	(99,141)
Payments for direct patient support costs	(775,754)	(836,965)	(862,664)	(882,001)	(977,474)	(991,136)	(1,041,317)
Payments for indirect patient support costs	(152,405)	(199,028)	(200,285)	(204,438)	(226,797)	(243,161)	(261,706)
Payments for visiting medical practitioners	(138,116)	(154,559)	(155,251)	(160,463)	(172,402)	(174,207)	(182,863)
Payments for private sector contracts	(456,893)	(682,449)	(695,906)	(637,565)	(649,621)	(662,834)	(682,953)
Other payments	(747,764)	(538,648)	(574,388)	(498,848)	(486,751)	(496,118)	(557,823)
Receipts [(b)]							
Grants and subsidies	575,822	421,732	466,183	389,871	362,679	348,062	321,134
National Health Reform Agreement	1,364,137	1,572,957	1,587,581	1,747,219	1,900,778	1,909,618	1,995,279
Sale of goods and services	266,016	296,802	288,199	297,979	306,212	312,088	322,484
GST receipts	382,342	282,117	282,117	282,117	282,117	282,117	282,117
Service Delivery Agreement	533,648	585,970	582,290	612,040	641,760	672,154	704,380
Other receipts	303,367	285,564	295,297	302,547	308,564	314,760	320,897
Net cash from operating activities	(4,048,579)	(4,455,555)	(4,431,143)	(4,482,878)	(4,577,109)	(4,708,412)	(5,057,198)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(905,066)	(993,592)	(915,571)	(474,875)	(331,491)	(285,954)	(167,409)
Proceeds from sale of non-current assets	-	-	17,500	-	-	-	-
Net cash from investing activities	(905,066)	(993,592)	(898,071)	(474,875)	(331,491)	(285,954)	(167,409)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings	(5,436)	(5,708)	(5,708)	(5,970)	(6,221)	(6,507)	(6,805)
Payments for Finance Leases	(15,150)	(71,873)	(48,837)	(73,381)	(63,806)	(63,440)	(55,982)
Net cash from financing activities	(20,586)	(77,581)	(54,545)	(79,351)	(70,027)	(69,947)	(62,787)
NET INCREASE/(DECREASE) IN CASH HELD	111,619	(174,275)	(169,871)	(107,948)	(67,289)	(28,664)	(22,462)
Cash assets at the beginning of the reporting period	814,240	640,012	911,379	741,508	633,560	566,271	537,607
Net cash transferred to/from other agencies	(14,480)	-	-	-	-	-	-
Cash assets at the end of the reporting period	911,379	465,737	741,508	633,560	566,271	537,607	515,145

(a) Full audited financial statements are published in the agency's Annual Report.
(b) A determination by the Treasurer, pursuant to section 23 of the *Financial Management Act 2006*, provides for the retention of some cash receipts by WA Health. Refer to the Net Appropriation Determination table below for further information. Other receipts are retained under the authority of other relevant Acts of Parliament.

NET APPROPRIATION DETERMINATION [(a)]

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Grants and Subsidies							
Commonwealth Grants	535,369	379,660	394,945	314,829	310,610	298,250	270,131
GST Receipts							
GST Input Credits	63,227	82,920	63,227	72,930	81,643	84,286	86,930
GST Receipts on Sales	1,414	2,025	1,414	1,658	1,986	2,050	2,114
Service Delivery Agreement							
Proceeds from Services Provided By Mental Health Services	14,140	-	-	-	-	-	-
Other Receipts							
Proceeds from Services Provided By Environmental Health Services	2,131	2,689	2,552	2,575	2,642	2,711	2,781
Proceeds from Services Provided By Miscellaneous Services	9,873	3,840	6,438	7,257	7,160	6,962	7,018
Proceeds from Services Provided By Reproductive Technology Services	1	6	11	-	-	14	-
TOTAL	626,155	471,140	468,587	399,249	404,041	394,273	368,974

(a) The moneys received and retained are to be applied to WA Health's services as specified in the Budget Statements.

Agency Special Purpose Account Details

STATE POOL FUND SPECIAL PURPOSE ACCOUNT [(a)]

Account Purpose: The State Pool Special Purpose Account provides a mechanism to receive Commonwealth funding for State hospitals and State funding for activity based hospital services, as required under the National Health Reform Agreement.

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000
OPENING BALANCE				
Receipts				
State Contribution (WA Health)	2,014,950	2,121,202	2,136,602	2,159,450
State Contribution (Mental Health Commission)	155,102	172,805	162,429	167,880
Commonwealth Contribution	1,518,400	1,730,000	1,760,424	1,928,247
	3,688,452	4,024,006	4,059,455	4,255,577
Payments				
Payment to Providers	3,432,244	3,777,364	3,771,396	3,940,057
Payments to State Managed Fund (WA Health)	191,172	181,624	215,954	243,857
Payments to State Managed Fund (Mental Health Commission)	65,036	65,018	72,105	71,663
CLOSING BALANCE	-	-	-	-

(a) The 2014-15 Budget Statements included receipts and payments for some public hospital services that are out-of-scope under the National Health Reform Agreement (for example, patient services funded through the Medicare Benefits Schedule, the Pharmaceutical Benefits Scheme and Private Health Insurance Rebate). All figures in the above table have been recast to align with the 2015-16 Independent Hospital Pricing Authority Pricing Framework.

STATE MANAGED FUND SPECIAL PURPOSE ACCOUNT [(a)]

Account Purpose: The State Managed Fund Special Purpose Account provides a mechanism to receive Commonwealth funding from the State Pool Special Purpose Account for non-activity based hospital services and State funding for non-activity based hospital services, as required under the National Health Reform Agreement.

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000
OPENING BALANCE				
Receipts				
State Contribution (WA Health)	486,036	498,613	501,602	506,174
State Contribution (Mental Health Commission)	112,747	171,890	163,313	175,101
Commonwealth Contribution (via State Pool Account)	191,172	181,624	215,954	243,857
Commonwealth Contribution (State Managed Fund via Mental Health Commission)	65,036	65,018	72,105	71,663
	854,991	917,145	952,974	996,795
Payments				
Payment to Providers	854,991	917,145	952,974	996,795
CLOSING BALANCE	-	-	-	-

(a) The 2014-15 Budget Statements included receipts and payments for some public hospital services that are out-of-scope under the National Health Reform Agreement (for example, patient services funded through the Medicare Benefits Schedule, the Pharmaceutical Benefits Scheme and Private Health Insurance Rebate). All figures in the above table have been recast to align with the 2015-16 Independent Hospital Pricing Authority Pricing Framework.

Western Australia Health Promotion Foundation

Part 3 Deputy Premier; Minister for Health; Tourism

Asset Investment Program

The asset investment expenditure of $70,000 reflects routine asset replacement and the continued development of an information and communications technology platform.

	Estimated Total Cost $'000	Estimated Expenditure to 30-6-15 $'000	2014-15 Estimated Expenditure $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
COMPLETED WORKS							
Computer and Software - 2014-15 Program	70	70	70	-	-	-	-
NEW WORKS							
Computer and Software							
2015-16 Program	70	-	-	70	-	-	-
2016-17 Program	70	-	-	-	70	-	-
2017-18 Program	70	-	-	-	-	70	-
2018-19 Program	70	-	-	-	-	-	70
Total Cost of Asset Investment Program	350	70	70	70	70	70	70
FUNDED BY							
Internal Funds and Balances			70	70	70	70	70
Total Funding			70	70	70	70	70

Animal Resources Authority

Part 3 Deputy Premier; Minister for Health; Tourism

Asset Investment Program

The Authority's Asset Investment Program relates to routine asset replacement.

	Estimated Total Cost $'000	Estimated Expenditure to 30-6-15 $'000	2014-15 Estimated Expenditure $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
COMPLETED WORKS							
Asset Replacement - 2014-15 Program	200	200	200	-	-	-	-
Chiller Unit	951	951	951	-	-	-	-
NEW WORKS							
Asset Replacement							
2015-16 Program	200	-	-	200	-	-	-
2016-17 Program	200	-	-	-	200	-	-
2017-18 Program	200	-	-	-	-	200	-
2018-19 Program	200	-	-	-	-	-	200
Total Cost of Asset Investment Program	1,951	1,151	1,151	200	200	200	200
FUNDED BY							
Borrowings			951	-	-	-	-
Internal Funds and Balances			200	200	200	200	200
Total Funding			1,151	200	200	200	200

Appropriations, Expenses and Cash Assets

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
DELIVERY OF SERVICES							
Item 14 Net amount appropriated to deliver services	61,599	66,185	65,636	**63,287**	59,491	56,401	55,416
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	296	296	296	**296**	297	297	305
Total appropriations provided to deliver services	61,895	66,481	65,932	**63,583**	59,788	56,698	55,721
CAPITAL							
Item 119 Capital Appropriation	150	150	150	**150**	150	150	150
TOTAL APPROPRIATIONS	62,045	66,631	66,082	**63,733**	59,938	56,848	55,871
EXPENSES							
Total Cost of Services	81,038	88,913	87,205	**89,119**	87,563	73,797	68,107
Net Cost of Services [(a)]	78,875	87,367	84,759	**86,396**	85,125	71,360	67,057
CASH ASSETS [(b)]	7,236	5,389	6,616	**6,703**	6,790	6,790	6,790

(a) Represents Total Cost of Services (expenses) less retained revenues applied to the agency's services. Reconciliation to the 'Total appropriations provided to deliver services' includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2014-15 Budget to Parliament on 8 May 2014, are outlined below:

	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
1% General Government Efficiency Dividend	(500)	(600)	(500)	(500)	(480)
15% Procurement Savings	-	(740)	(697)	(697)	(697)
Additional Events Funding	-	2,251	2,261	7,982	7,959
Commonwealth Grants - Tourism Demand-Driver Infrastructure	900	1,388	1,388	1,387	-
Perth Convention Bureau Funding Continuation	-	-	2,418	2,065	1,694
Royalties For Regions					
Aboriginal Tourism Development Program	(1,150)	-	-	-	1,150
Caravan and Camping	(2,009)	-	1,969	-	-
Regional Events Program	-	-	-	10,000	10,000
Regional Tourism Marketing	-	4,300	6,700	-	-
Regional Visitor Centres Program	300	1,300	1,300	1,300	-
Regional Workers Incentives	-	2	2	2	3
Western Australian Visitor Centre	-	-	1,216	-	-
Workforce Renewal Policy	(49)	(402)	(824)	(1,054)	(1,074)

Significant Issues Impacting the Agency

- Tourism is viewed as an industry which is critical to Australia's economic future. Deloitte Access Economics recently identified tourism as one of five industries expected to grow faster than global gross domestic product over the next 10 to 20 years. In the year ending September 2014, tourism spending in Western Australia totalled $8.3 billion, of which approximately $2.2 billion came from international visitor spending. The industry generates more than 94,000 jobs or around 7% of the State's employment. The United Nations World Tourism Organisation predicts global tourism growth of 3% to 4% this year alone.

- The State Government Strategy for Tourism in Western Australia 2020 (Tourism Strategy), released in 2012, outlines a goal to increase the value of tourism in Western Australia to $12 billion by 2020. When work on the strategy began in 2010, the value of tourism was around $6.3 billion. By the year ending September 2014, total visitor spending in Western Australia was around $8.3 billion. To achieve the goal, visitor spending in Western Australia needs to grow at around 6% per annum.

- China is one of Western Australia's fastest growing international markets. Chinese visitors increased by 13% (to 37,400 visitors) in the past year and spent $181 million while in the State. A key tourism goal is to attract 100,000 Chinese visitors who are expected to contribute more than $500 million to the local economy by 2020.

- Perth is undergoing a major transformation with both public and private investment in infrastructure projects such as Elizabeth Quay, the new Perth Stadium, Perth City Link, the new Western Australian Museum, the upgrade of Perth Airport and the redevelopment of Crown Perth. The city has also seen an increase in new small bars, restaurants and cafes and, over the next five years, the development of several new hotels including a Ritz-Carlton and a Westin. The changing face of Perth offers an opportunity to re-position the city as an exciting new holiday destination.

- In 2010, Tourism WA it was calculated that without growth in hotel capacity, the value of visitor activity that would be lost for the Western Australian economy would be around $660 million by 2020. It was identified that Perth required an additional 1,900 rooms by 2020 to achieve the Government's goal of a $12 billion tourism industry. The State is on track to reach the additional room requirement with several hotel projects expected to be completed by 2018. Existing hotel stock is also being revitalised with renovations infusing new life and higher quality products into Perth.

- In 2014, air capacity to and within the State declined slightly with domestic air capacity declining 8% and international capacity declining 7%. Despite the decline in 2014, Perth Airport experienced a 7% increase in international passenger numbers to 4.2 million, while domestic passenger numbers remained steady at 9.9 million. Tourism WA continues to work with Perth Airport to attract new airlines and air services to the State's capital. Affordable air services for visitors to regional Western Australia is important to the growth of regional tourism.

- Caravan and camping provides a great way for visitors to explore regional Western Australia and the State's extraordinary attractions and destinations. In 2013, an estimated 939,000 visitors stayed in caravan parks and campgrounds in Western Australia, contributing $681 million to the State's economy. The State Government, through Royalties for Regions, has committed $40.7 million to implement the Western Australian Caravan and Camping Action Plan, led by Tourism WA, and the Parks for People initiative, led by the Department of Parks and Wildlife, to improve the supply, delivery and promotion of the caravan and camping sector.

- Events are vital to reaching the 2020 goal of increasing visitor spending in Western Australia to $12 billion. Events showcase Western Australia as a great place to live, work and visit. They maximise the State's competitive advantages and trigger awareness of Western Australia as a holiday destination, stimulating people to book at a specific time for a specific reason, rather than keeping a destination on their 'wish list'. Event tourism includes the sponsorship of major international, national and regional events, with smaller events supporting local economies and community vibrancy. The events calendar is now well established with around 90 events being sponsored each year, the majority in regional Western Australia.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcome	Services
Financial and Economic Responsibility: Responsibly managing the State's finances through the efficient and effective delivery of services, encouraging economic activity and reducing regulatory burdens on the private sector.	Increased competitiveness and viability of the Western Australia Tourism industry.	1. Destination Marketing 2. Event Tourism 3. Tourism Investment and Infrastructure

Service Summary

Expense	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
1. Destination Marketing	38,506	41,534	40,183	43,538	39,509	29,229	27,916
2. Event Tourism	36,476	35,482	35,271	32,156	32,346	32,592	32,840
3. Tourism Investment and Infrastructure	6,056	11,897	11,751	13,425	15,708	11,976	7,351
Total Cost of Services	81,038	88,913	87,205	89,119	87,563	73,797	68,107

Outcomes and Key Effectiveness Indicators [(a)]

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
Outcome: Increased competitiveness and viability of the Western Australia Tourism industry:					
Total dollar amount spent by visitors in Western Australia [(b)]	$7.7 billion	n/a	$8.3 billion	$8.7 billion	
Percentage of visitors whose expectations were met or exceeded upon visiting Western Australia	97.8%	90%	96%	90%	
Value of cooperative marketing funds provided by the tourism industry	$8.2 million	$4.9 million	$8.6 million	$6.5 million	
Direct economic impact of major events sponsorship [(b) (c)]	$42.8 million	n/a	$34.6 million	$27.1 million	
Direct media impact of major events sponsorship [(b) (c)]	$175.6 million	n/a	$217.7 million	$196 million	

(a) Further detail in support of the key effectiveness indicators is provided in the agency's Annual Report.
(b) The agency changed its Key Performance Indicator (KPI) framework during 2014-15. No 2014-15 Budget Targets were set for new indicators, and hence they are reported as n/a in these Budget Papers.
(c) Effectiveness indicators in relation to economic and media impact of events include the measurement of events where the level of sponsorship is deemed significant or where the event is expected to generate a significant impact. It is not practical or economically feasible to measure the impact of all sponsored events.

Services and Key Efficiency Indicators

1. Destination Marketing

In partnership with the tourism and travel industry, Regional Tourism Organisations, Perth Convention Bureau, Western Australian Indigenous Tourism Operators Council and Tourism Australia, Tourism WA promotes Western Australia as a desirable holiday destination in core intrastate, interstate and international markets and undertakes marketing strategies that maximise the economic benefit to the State.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	38,506	41,534	40,183	43,538	
Less Income	1,170	721	715	716	
Net Cost of Service	37,336	40,813	39,468	42,822	
Employees (Full Time Equivalents)	50	50	50	50	
Efficiency Indicators [(a) (b)]					
Destination Marketing Administrative Costs as a Proportion of Total Cost of Services Allocated to Destination Marketing	32%	n/a	30%	29%	

(a) The agency changed its KPI framework during 2014-15 which included a revision to efficiency indicators. No 2014-15 Budget Targets were set for new indicators, and hence they are reported as n/a in these Budget Papers.
(b) Efficiency indicator Destination Marketing Administrative Costs refers to divisional salaries and overheads as well as a proportion of total corporate overhead costs (such as salaries, premises and information technology expenses).

2. Event Tourism

Tourism WA develops, attracts and supports events that generate social and economic benefit to the State, and market Western Australia nationally and internationally.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	36,476	35,482	35,271	32,156	
Less Income	910	773	774	561	
Net Cost of Service	35,566	34,709	34,497	31,595	
Employees (Full Time Equivalents)	23	24	25	24	
Efficiency Indicators [(a) (b)]					
Event Tourism Administrative Costs as a Proportion of Total Cost of Services Allocated to Event Tourism	16%	n/a	16%	17%	

(a) The agency changed its KPI framework during 2014-15 which included a revision to efficiency indicators. No 2014-15 Budget Targets were set for new indicators, and hence they are reported as n/a in these Budget Papers.
(b) Efficiency indicator Event Tourism Administrative Costs refers to divisional salaries and overheads as well as a proportion of total corporate overhead costs (such as salaries, premises and information technology expenses).

3. Tourism Investment and Infrastructure

This service ensures the promotion, fostering and facilitation of investment in and the development of new tourist access infrastructure.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	6,056	11,897	11,751	13,425	
Less Income	83	52	957	1,446	
Net Cost of Service	5,973	11,845	10,794	11,979	
Employees (Full Time Equivalents)	21	21	22	22	
Efficiency Indicators [(a) (b)]					
Tourism Investment and Infrastructure Administrative Costs as a Proportion of Total Cost of Services Allocated to Tourism Investment and Infrastructure	69%	n/a	43%	39%	

(a) The agency changed its KPI framework during 2014-15 which included a revision to efficiency indicators. No 2014-15 Budget Targets were set for new indicators, and hence they are reported as n/a in these Budget Papers.

(b) Efficiency indicator Tourism Investment and Infrastructure Administrative Costs refers to divisional salaries and overheads as well as a proportion of total corporate overhead costs (such as salaries, premises and information technology expenses).

Asset Investment Program

	Estimated Total Cost $'000	Estimated Expenditure to 30-6-15 $'000	2014-15 Estimated Expenditure $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
COMPLETED WORKS							
Information Technology (IT) Development and Other Infrastructure							
2014-15 Asset Replacement Program	625	625	625	-	-	-	-
NEW WORKS							
IT Development and Other Infrastructure							
Asset Replacement							
2015-16 Program	625	-	-	625	-	-	-
2016-17 Program	625	-	-	-	625	-	-
2017-18 Program	625	-	-	-	-	625	-
2018-19 Program	625	-	-	-	-	-	625
Total Cost of Asset Investment Program	3,125	625	625	625	625	625	625
FUNDED BY							
Capital Appropriation			150	150	150	150	150
Drawdowns from the Holding Account			475	475	475	475	475
Total Funding			625	625	625	625	625

Financial Statements

INCOME STATEMENT [a]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
COST OF SERVICES							
Expenses							
Employee benefits [b]	12,668	13,180	13,208	12,563	12,126	11,457	11,543
Grants and subsidies [c]	48	4,500	3,296	5,423	7,137	3,630	-
Supplies and services	61,635	66,240	64,294	64,220	61,953	52,364	50,218
Accommodation	1,479	1,228	1,639	1,658	1,658	1,657	1,657
Depreciation and amortisation	984	1,259	1,259	1,258	692	692	692
Other expenses	4,224	2,506	3,509	3,997	3,997	3,997	3,997
TOTAL COST OF SERVICES	81,038	88,913	87,205	89,119	87,563	73,797	68,107
Income							
Grants and subsidies	-	-	900	1,388	1,388	1,387	-
Other revenue	2,163	1,546	1,546	1,335	1,050	1,050	1,050
Total Income	2,163	1,546	2,446	2,723	2,438	2,437	1,050
NET COST OF SERVICES	78,875	87,367	84,759	86,396	85,125	71,360	67,057
INCOME FROM STATE GOVERNMENT							
Service appropriations	61,895	66,481	65,932	63,583	59,788	56,698	55,721
Resources received free of charge	634	453	453	457	350	354	358
Royalties for Regions Fund:							
Regional Community Services Fund	13,507	20,041	17,275	21,965	25,162	14,483	11,153
TOTAL INCOME FROM STATE GOVERNMENT	76,036	86,975	83,660	86,005	85,300	71,535	67,232
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(2,839)	(392)	(1,099)	(391)	175	175	175

(a) Full audited financial statements are published in the agency's Annual Report.
(b) The Full Time Equivalents for 2013-14 Actual, 2014-15 Estimated Actual and 2015-16 Budget Estimate are 94, 97 and 96 respectively. In some cases the figures for 2013-14 and 2014-15 may differ from previously published figures due to changes in calculation methodology.
(c) Refer to the Details of Controlled Grants and Subsidies table below for further information.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Caravan and Camping Grants	48	4,500	2,156	2,835	4,549	1,043	-
Regional Visitor Centre Grants	-	-	240	1,200	1,200	1,200	-
Tourism Demand-Driver Infrastructure Grants	-	-	900	1,388	1,388	1,387	-
TOTAL	48	4,500	3,296	5,423	7,137	3,630	-

STATEMENT OF FINANCIAL POSITION [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CURRENT ASSETS							
Cash assets	6,687	5,389	6,616	6,703	6,790	6,790	6,790
Restricted cash	549	-	-	-	-	-	-
Holding account receivables	475	475	475	475	475	475	475
Receivables	950	1,695	950	950	950	950	950
Other	3,377	3,007	3,377	3,377	3,377	3,377	3,377
Total current assets	12,038	10,566	11,418	11,505	11,592	11,592	11,592
NON-CURRENT ASSETS							
Holding account receivables	5,869	6,086	6,086	6,303	6,520	6,737	6,954
Property, plant and equipment	706	636	507	308	209	110	281
Intangibles	1,479	892	912	346	346	346	346
Other	122	307	254	386	418	450	212
Total non-current assets	8,176	7,921	7,759	7,343	7,493	7,643	7,793
TOTAL ASSETS	20,214	18,487	19,177	18,848	19,085	19,235	19,385
CURRENT LIABILITIES							
Employee provisions	1,948	1,827	1,948	1,948	1,948	1,948	1,948
Payables	4,301	6,068	4,269	4,237	4,149	3,974	3,799
Other	727	633	727	671	671	671	671
Total current liabilities	6,976	8,528	6,944	6,856	6,768	6,593	6,418
NON-CURRENT LIABILITIES							
Employee provisions	582	609	582	582	582	582	582
Other	157	103	101	101	101	101	101
Total non-current liabilities	739	712	683	683	683	683	683
TOTAL LIABILITIES	7,715	9,240	7,627	7,539	7,451	7,276	7,101
EQUITY							
Contributed equity	8,943	9,093	9,093	9,243	9,393	9,543	9,693
Accumulated surplus/(deficit)	1,546	(1,856)	447	56	231	406	581
Reserves	2,010	2,010	2,010	2,010	2,010	2,010	2,010
Total equity	12,499	9,247	11,550	11,309	11,634	11,959	12,284
TOTAL LIABILITIES AND EQUITY	20,214	18,487	19,177	18,848	19,085	19,235	19,385

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

STATEMENT OF CASHFLOWS [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	61,203	65,789	65,240	62,891	59,096	56,006	55,029
Capital appropriation	150	150	150	150	150	150	150
Holding account drawdowns	475	475	475	475	475	475	475
Royalties for Regions Fund:							
Regional Community Services Fund	13,507	20,041	17,275	21,965	25,162	14,483	11,153
Net cash provided by State Government	75,335	86,455	83,140	85,481	84,883	71,114	66,807
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(12,748)	(12,895)	(12,923)	(12,278)	(12,126)	(11,457)	(11,543)
Grants and subsidies	(48)	(4,500)	(3,296)	(5,423)	(7,137)	(3,630)	-
Supplies and services	(45,274)	(46,658)	(45,372)	(41,032)	(40,600)	(39,575)	(38,725)
Accommodation	(1,301)	(978)	(1,389)	(1,408)	(1,408)	(1,407)	(1,407)
Other payments	(27,947)	(25,314)	(25,657)	(30,407)	(28,679)	(20,198)	(18,898)
Receipts							
Grants and subsidies	-	-	900	1,388	1,388	1,387	-
GST receipts	6,549	3,341	3,341	3,341	3,341	3,341	3,341
Other receipts	1,846	1,261	1,261	1,050	1,050	1,050	1,050
Net cash from operating activities	(78,923)	(85,743)	(83,135)	(84,769)	(84,171)	(70,489)	(66,182)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(395)	(625)	(625)	(625)	(625)	(625)	(625)
Net cash from investing activities	(395)	(625)	(625)	(625)	(625)	(625)	(625)
NET INCREASE/(DECREASE) IN CASH HELD	(3,983)	87	(620)	87	87	-	-
Cash assets at the beginning of the reporting period	11,219	5,302	7,236	6,616	6,703	6,790	6,790
Cash assets at the end of the reporting period	7,236	5,389	6,616	6,703	6,790	6,790	6,790

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

Asset Investment Program

The Authority will invest $10.3 million during 2015-16 on its ongoing program to upgrade the Island's holiday and tourism facilities, infrastructure compliance and essential services.

The 2015-16 Asset Investment Program will focus on:

- infrastructure compliance, including the completion of a wastewater treatment plant;
- visitor facilities;
- information technology systems; and
- renewable energy programs.

	Estimated Total Cost $'000	Estimated Expenditure to 30-6-15 $'000	2014-15 Estimated Expenditure $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
WORKS IN PROGRESS							
Infrastructure - Wastewater Treatment Plant	6,100	1,500	1,500	4,600	-	-	-
COMPLETED WORKS							
Holiday and Tourism Facilities - 2014-15 Program	4,201	4,201	4,201	-	-	-	-
NEW WORKS							
Holiday and Tourism Facilities							
2015-16 Program	5,660	-	-	5,660	-	-	-
2016-17 Program	3,165	-	-	-	3,165	-	-
2017-18 Program	4,265	-	-	-	-	4,265	-
2018-19 Program	4,265	-	-	-	-	-	4,265
Total Cost of Asset Investment Program	27,656	5,701	5,701	10,260	3,165	4,265	4,265
FUNDED BY							
Internal Funds and Balances			5,701	10,260	3,165	4,265	4,265
Total Funding			5,701	10,260	3,165	4,265	4,265

Part 4
Minister for Regional Development; Lands; Minister Assisting the Minister for State Development

Summary of Portfolio Appropriations

Page	Agency	2014-15 Budget $'000	2014-15 Estimated Actual '000	2015-16 Budget Estimate '000
161	Regional Development			
	– Delivery of Services	7,332	7,332	3,763
	Total	7,332	7,332	3,763
171	Gascoyne Development Commission			
	– Delivery of Services	251	251	256
	Total	251	251	256
177	Goldfields-Esperance Development Commission			
	– Delivery of Services	225	225	230
	Total	225	225	230
184	Great Southern Development Commission			
	– Delivery of Services	219	219	224
	Total	219	219	224
191	Kimberley Development Commission			
	– Delivery of Services	258	258	263
	Total	258	258	263
197	Mid West Development Commission			
	– Delivery of Services	234	234	238
	Total	234	234	238
205	Peel Development Commission			
	– Delivery of Services	219	219	224
	Total	219	219	224
212	Pilbara Development Commission			
	– Delivery of Services	257	257	371
	Total	257	257	371

Part 4
Minister for Regional Development; Lands; Minister Assisting the Minister for State Development

Summary of Portfolio Appropriations

Page	Agency	2014-15 Budget $'000	2014-15 Estimated Actual '000	2015-16 Budget Estimate '000
220	South West Development Commission			
	– Delivery of Services	215	215	219
	Total	215	215	219
226	Wheatbelt Development Commission			
	– Delivery of Services	219	219	224
	Total	219	219	224
234	Lands			
	– Delivery of Services	31,518	42,607	38,941
	– Capital Appropriation	1,427	279	3,456
	Total	32,945	42,886	42,397
245	Western Australian Land Information Authority			
	– Delivery of Services	28,721	30,076	29,544
	– Capital Appropriation	220	220	-
	Total	28,941	30,296	29,544
	GRAND TOTAL			
	– Delivery of Services	69,668	82,112	74,497
	– Capital Appropriation	1,647	499	3,456
	Total	**71,315**	**82,611**	**77,953**

Division 11 Regional Development

Part 4 Minister for Regional Development; Lands; Minister Assisting the Minister for State Development

Appropriations, Expenses and Cash Assets

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
DELIVERY OF SERVICES							
Item 15 Net amount appropriated to deliver services	3,963	7,045	7,045	**3,472**	2,709	2,609	2,774
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	281	287	287	**291**	297	304	311
Total appropriations provided to deliver services	4,244	7,332	7,332	**3,763**	3,006	2,913	3,085
TOTAL APPROPRIATIONS	4,244	7,332	7,332	**3,763**	3,006	2,913	3,085
EXPENSES							
Total Cost of Services	186,241	267,902	277,631	**254,366**	250,927	338,220	471,937
Net Cost of Services [(a)]	180,471	263,766	271,058	**249,488**	246,469	334,593	468,318
CASH ASSETS [(b)]	31,056	43,810	83,200	**126,382**	171,042	170,412	170,412

(a) Represents Total Cost of Services (expenses) less retained revenues applied to the agency's services. Reconciliation to the 'Total appropriations provided to deliver services' includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2014-15 Budget to Parliament on 8 May 2014, are outlined below:

	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
1% General Government Efficiency Dividend	(1,900)	(3,500)	(4,200)	(4,600)	(4,600)
15% Procurement Savings	(485)	(486)	(425)	(346)	(346)
Workforce Renewal Policy	(83)	(684)	(1,402)	(2,022)	(2,072)

Significant Issues Impacting the Agency

- The Department will continue to play a key role in leading the Government's development agenda in regional Western Australia, including an increased emphasis on strengthening economic opportunities, capabilities and infrastructure.
- Structural changes to the Western Australian economy are resulting in increased pressure on regional jobs, services and quality of life. The Royalties for Regions (RfR) program will be actively developed to support a greater emphasis on economic growth, and to ensure the most appropriate investments are made in response to a tightening of the State's finances.

- Regional economies are heavily dependent, both directly and indirectly, on the State's economic and financial outlook from the global economy. As the State's economic cycle moves beyond a peak in commodity prices and business investment the Department will focus on creating conditions to attract investment, growing regional economies, creating jobs and building the capability of people in regional areas.
- In partnership with the State's nine Regional Development Commissions, the Department will continue to strengthen the business model of regional development to deliver greater integration, alignment and forward planning.
- The Department will support the implementation of the nine Regional Blueprints by coordinating the development of priority State-level agendas (such as Agriculture, Tourism, Education, etc) and by assisting the Regional Development Commissions to progress priority region-specific initiatives (including infrastructure, economic projects, and innovation and reform in service delivery).
- The continuing delivery of the Growing our South and State-wide Regional Blueprint Initiatives provide a significant opportunity to enhance economic and social outcomes in the regions.
- The Department will play a lead role in the Government's cross-agency effort to improve remote service delivery, particularly in relation to remote Aboriginal communities, and will seek to ensure that Aboriginal people are increasingly able to contribute to and benefit from the development of regional opportunities.
- The State's key regional centres are well placed to capitalise on significant population growth forecasts. The Department will take a lead role to build a network of competitive regional centres through the next phase of the Regional Centres Development Plan.
- A new Regional Reform Fund Special Purpose Account will be established to fund strategic reform initiatives in regional Western Australia designed to support State Government objectives. The first focus area will be centred on regional Aboriginal reform initiatives.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcome	Services
Stronger Focus on the Regions: Greater focus on service delivery, infrastructure investment and economic development to improve the overall quality of life in remote and regional areas.	Increased capacity of regional communities to develop economic growth and social wellbeing.	1. Regional Investment 2. Regional Policy

Service Summary

Expense	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
1. Regional Investment	175,142	260,254	267,972	244,514	240,878	327,970	461,482
2. Regional Policy	11,099	7,648	9,659	9,852	10,049	10,250	10,455
Total Cost of Services	186,241	267,902	277,631	254,366	250,927	338,220	471,937

Outcomes and Key Effectiveness Indicators [(a)]

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
Outcome: Increased capacity of regional communities to develop economic growth and social well-being:					
Client satisfaction with regional development services	90%	85%	85%	85%	

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

Services and Key Efficiency Indicators

1. Regional Investment

Identify investment in infrastructure and services in regional communities.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	175,142	260,254	267,972	244,514	1
Less Income	4,099	3,348	5,289	3,568	
Net Cost of Service	171,043	256,906	262,683	240,946	
Employees (Full Time Equivalents)	113	108	112	112	
Efficiency Indicators					
Average Cost per Funded Initiative Administered	$24,456	$18,596	$26,075	$22,429	2
Average Internal Cost per Satellite Site Supported	$4,535	$5,700	$4,258	$4,343	

Explanation of Significant Movements

(Notes)

1. The decrease in the Total Cost of Service between the 2015-16 Budget Target and the 2014-15 Estimated Actual is mainly attributable to a reduction in expenditure on RfR projects. The decrease predominantly relates to funding that has been reallocated across the forward estimates period or to other government agencies within the RfR program.

2. The 2015-16 Average Cost per Funded Initiative Administered has decreased due to a decrease in expenditure for the Department's allocated RfR projects.

2. Regional Policy

Delivery of effective government policy to support economic development and service provision in regional communities.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	11,099	7,648	9,659	9,852	1
Less Income	1,671	788	1,284	1,310	
Net Cost of Service	9,428	6,860	8,375	8,542	
Employees (Full Time Equivalents)	41	46	50	50	
Efficiency Indicators					
Average Cost per Item of Written Advice Requiring Minister's Attention	$5,700	$3,631	$6,321	$6,448	2

Explanation of Significant Movements

(Notes)

1. The increase in the Total Cost of Service between the 2014-15 Budget and 2014-15 Estimated Actual is due to an increase in resourcing to prioritise focus on policy support towards further economic development.

2. The efficiency indicator has increased in the 2014-15 Estimated Actual due to an anticipated decrease in the number of items of written advice requiring the Minister's attention.

Asset Investment Program

The majority of the Asset Investment Program relates to the implementation of the RfR projects.

Commencing in 2015-16, a total of $267 million over four years will be provided for the Growing Our South Initiatives and a further $189 million will be invested over four years in State-wide Regional Blueprint Initiatives.

	Estimated Total Cost $'000	Estimated Expenditure to 30-6-15 $'000	2014-15 Estimated Expenditure $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
WORKS IN PROGRESS							
Information and Community Technology Infrastructure from Department of Lands	673	323	-	-	350	-	-
NEW WORKS							
Bunbury to Albany Gas Pipeline	12,530	-	-	-	-	-	12,530
Coral Bay Seasonal Staff Accommodation Infrastructure	387	-	-	387	-	-	-
Growing Our South	267,308	-	-	15,968	16,333	101,326	133,681
Pilbara Cities Strategic Infrastructure	3,988	-	-	2,624	1,364	-	-
State-wide Regional Blueprint Initiatives	189,140	-	-	6,000	19,000	40,475	123,665
Total Cost of Asset Investment Program	474,026	323	-	24,979	37,047	141,801	269,876
FUNDED BY							
Internal Funds and Balances			-	-	350	-	-
Drawdowns from Royalties for Regions Fund			-	24,979	36,697	141,801	269,876
Total Funding			-	24,979	37,047	141,801	269,876

Financial Statements

Income Statement

Expenses

The 2015-16 Budget Estimate for the Total Cost of Services has decreased by $23 million from the 2014-15 Estimated Actual. This decrease predominantly relates to projects that has been reallocated across the forward estimate period or to other government agencies within the RfR program.

Income

The 2015-16 Budget Estimate for the total income from State Government has decreased by $31 million when compared to the 2014-15 Estimated Actual. This is primarily due to funding that has been reallocated across the forward estimate period or to other government agencies within the RfR program.

Statement of Financial Position

Property, plant and equipment are increasing across the forward estimate period by $463 million. This is mainly attributable to a total of $267 million over the four years from 2015-16 for the RfR project Growing Our South. A further $189 million is being invested in the State-wide Regional Blueprint Initiatives over the four years from 2015-16.

Statement of Cashflows

The 2015-16 Budget Estimate for net cash from operating activities has decreased by $21 million from the 2014-15 Estimated Actual. This is mainly attributable to a reduction in funding for RfR initiatives to be administered by the Department in 2015-16.

INCOME STATEMENT [a]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
COST OF SERVICES							
Expenses							
Employee benefits [b]	17,628	15,445	18,083	17,581	16,993	16,488	17,158
Grants and subsidies [c]	142,947	229,770	230,878	200,169	203,596	290,783	422,064
Supplies and services	17,194	13,734	20,242	28,845	23,333	23,624	25,784
Accommodation	1,522	2,162	1,529	1,567	1,606	2,333	1,687
Depreciation and amortisation	3,578	3,569	3,569	3,417	2,654	2,608	2,774
Other expenses	3,372	3,222	3,330	2,787	2,745	2,384	2,470
TOTAL COST OF SERVICES	186,241	267,902	277,631	254,366	250,927	338,220	471,937
Income							
Sale of goods and services	-	2,717	-	-	-	-	-
Regulatory fees and fines	12	-	-	-	-	-	-
Grants and subsidies	1,226	30	2,467	784	380	30	30
Other revenue	4,532	1,389	4,106	4,094	4,078	3,597	3,589
Total Income	5,770	4,136	6,573	4,878	4,458	3,627	3,619
NET COST OF SERVICES	180,471	263,766	271,058	249,488	246,469	334,593	468,318
INCOME FROM STATE GOVERNMENT							
Service appropriations	4,244	7,332	7,332	3,763	3,006	2,913	3,085
Resources received free of charge	411	205	205	205	205	205	205
Royalties for Regions Fund:							
Country Local Government Fund	46,222	56,000	53,117	1,000	1,000	5,500	4,500
Regional Community Services Fund	46,159	86,929	41,324	76,617	101,827	75,968	19,174
Regional Infrastructure and Headworks Fund	58,945	82,124	146,526	123,336	95,891	204,140	275,972
Regional and State-wide Initiatives	20,286	30,666	25,000	37,428	39,307	45,265	165,466
TOTAL INCOME FROM STATE GOVERNMENT	176,267	263,256	273,504	242,349	241,236	333,991	468,402
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(4,204)	(510)	2,446	(7,139)	(5,233)	(602)	84

(a) Full audited financial statements are published in the agency's Annual Report.
(b) The Full Time Equivalents for 2013-14 Actual, 2014-15 Estimated Actual and 2015-16 Budget Estimate are 154, 162 and 162 respectively. In some cases the figures for 2013-14 and 2014-15 may differ from previously published figures due to changes in calculation methodology.
(c) Refer to the Details of Controlled Grants and Subsidies table below for further information.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Royalties for Regions							
Aboriginal Initiatives	-	1,000	1,177	3,644	3,748	1,650	-
Action Agenda Projects	2,237	-	-	-	-	-	-
Community Resource Centres [(a)]	11,572	13,212	-	-	-	-	-
Country Local Government Fund	41,477	56,000	50,294	-	-	4,500	4,000
East Kimberley Revitalisation	780	-	-	-	-	-	-
Gascoyne Revitalisation Plan	16,169	26,344	29,885	6,383	-	-	-
Growing Our South	-	15,000	77,016	22,699	17,848	93,861	118,368
Goldfield Esperance Revitalisation	6,618	5,000	10,000	20,000	22,182	20,000	20,000
Midwest Investment Plan	28,710	13,000	16,271	30,692	31,195	51,577	15,000
Ord Expansion Aboriginal Development Package	4,135	-	-	-	-	-	-
Pilbara Cities Initiative	11,791	18,780	11,301	31,962	22,564	36,602	120,522
Pilbara Revitalisation	500	-	-	-	-	-	-
Regional Capital Works Initiative	2,250	-	-	-	-	-	-
Regional Community Programs and Schemes	-	-	245	834	765	104	174
Regional Grants Scheme	1,560	10,000	-	-	-	-	-
Regional Health Programs	2,500	2,500	2,500	-	-	-	-
Regional Infrastructure Projects	-	-	780	1,000	2,000	2,000	2,000
Regional Strategic Projects Grants	11,389	13,434	14,519	9,099	13,335	13,335	5,000
Seizing the Opportunity Agriculture	-	51,500	12,062	52,401	72,979	47,558	-
State-wide Regional Blueprint Initiatives	-	2,000	-	7,000	11,000	18,000	137,000
West Kimberley Revitalisation	-	2,000	-	10,000	-	-	-
Other Minor Grants and Subsidies	1,259	-	4,828	4,455	5,980	1,596	-
TOTAL	142,947	229,770	230,878	200,169	203,596	290,783	422,064

(a) The Community Resource Centres (CRC) moved from grant funding to service agreements in 2014-15. CRCs now deliver against outcomes defined in the agreements.

STATEMENT OF FINANCIAL POSITION [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CURRENT ASSETS							
Cash assets	-	7,205	-	-	-	-	-
Restricted cash	30,601	36,154	82,727	125,891	170,533	169,885	169,885
Holding account receivables	-	18	-	-	-	-	-
Receivables	4,671	2,578	4,671	4,671	4,671	4,671	4,671
Other	3,339	2,535	3,339	3,339	3,339	3,339	3,339
Total current assets	38,611	48,490	90,737	133,901	178,543	177,895	177,895
NON-CURRENT ASSETS							
Holding account receivables	1,428	4,933	4,951	8,322	10,930	13,538	16,312
Property, plant and equipment	22,097	34,914	22,401	44,694	79,087	218,280	485,382
Intangibles	1,678	763	763	-	-	-	-
Restricted cash	455	451	455	455	455	455	455
Other	12,696	10,279	10,278	7,860	5,442	3,024	605
Total non-current assets	38,354	51,340	38,848	61,331	95,914	235,297	502,754
TOTAL ASSETS	76,965	99,830	129,585	195,232	274,457	413,192	680,649
CURRENT LIABILITIES							
Employee provisions	3,514	3,412	3,514	3,514	3,514	3,514	3,514
Payables	71	2,781	244	419	595	595	595
Other	3,080	2,918	3,169	3,218	3,271	3,329	3,329
Total current liabilities	6,665	9,111	6,927	7,151	7,380	7,438	7,438
NON-CURRENT LIABILITIES							
Employee provisions	1,015	1,011	1,015	1,015	1,015	1,015	1,015
Borrowings	13,088	10,670	10,691	8,292	5,842	3,338	835
Other	8	21	8	8	8	8	8
Total non-current liabilities	14,111	11,702	11,714	9,315	6,865	4,361	1,858
TOTAL LIABILITIES	20,776	20,813	18,641	16,466	14,245	11,799	9,296
EQUITY							
Contributed equity [(b)]	44,893	47,967	97,202	172,163	258,842	400,625	670,501
Accumulated surplus/(deficit)	11,296	31,050	13,742	6,603	1,370	768	852
Total equity	56,189	79,017	110,944	178,766	260,212	401,393	671,353
TOTAL LIABILITIES AND EQUITY	76,965	99,830	129,585	195,232	274,457	413,192	680,649

(a) Full audited financial statements are published in the agency's Annual Report.
(b) The increase in Contributed Equity includes contributions of $50 million in the years 2014-15, 2015-16 and 2016-17 for the new Regional Reform Fund Special Purpose Account.

STATEMENT OF CASHFLOWS [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	4,244	3,809	3,809	392	398	305	311
Royalties for Regions Fund:							
Country Local Government Fund	46,222	56,000	103,117	51,000	51,000	5,500	4,500
Regional Community Services Fund	46,159	86,929	41,324	76,617	101,827	75,968	19,174
Regional Infrastructure and Headworks Fund	58,945	88,908	146,526	142,315	113,588	305,466	422,183
Regional and State-wide Initiatives	20,286	30,666	25,000	43,428	58,307	85,740	289,131
Net cash provided by State Government	175,856	266,312	319,776	313,752	325,120	472,979	735,299
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(18,102)	(15,007)	(17,629)	(17,552)	(18,137)	(16,471)	(16,638)
Grants and subsidies	(142,947)	(229,770)	(230,878)	(200,169)	(203,596)	(290,783)	(422,064)
Supplies and services	(17,516)	(12,925)	(19,413)	(27,478)	(20,908)	(23,191)	(25,868)
Accommodation	(1,522)	(2,444)	(1,811)	(1,930)	(1,874)	(2,333)	(1,687)
Other payments	(17,592)	(14,712)	(14,856)	(13,615)	(13,646)	(12,634)	(13,093)
Receipts [(b)]							
Grants and subsidies	1,676	30	2,467	784	380	30	30
Sale of goods and services	-	2,717	-	-	-	-	-
GST receipts	14,593	11,669	11,669	10,870	10,821	10,440	10,700
Other receipts	4,846	733	3,450	3,499	3,547	3,134	3,197
Net cash from operating activities	(176,564)	(259,709)	(267,001)	(245,591)	(243,413)	(331,808)	(465,423)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(341)	(6,481)	-	(24,979)	(37,047)	(141,801)	(269,876)
Net cash from investing activities	(341)	(6,481)	-	(24,979)	(37,047)	(141,801)	(269,876)
NET INCREASE/(DECREASE) IN CASH HELD	(1,049)	122	52,775	43,182	44,660	(630)	-
Cash assets at the beginning of the reporting period	36,658	43,688	31,056	83,200	126,382	171,042	170,412
Net cash transferred to/from other agencies	(4,553)	-	(631)	-	-	-	-
Cash assets at the end of the reporting period	31,056	43,810	83,200	126,382	171,042	170,412	170,412

(a) Full audited financial statements are published in the agency's Annual Report.
(b) A determination by the Treasurer, pursuant to section 23 of the *Financial Management Act 2006*, provides for the retention of some cash receipts by the Department. Refer to the Net Appropriation Determination table below for further information. Other receipts are retained under the authority of other relevant Acts of Parliament.

NET APPROPRIATION DETERMINATION [(a)]

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Grants and Subsidies							
Funds Provided By the Commonwealth Government	1,676	30	2,467	784	380	30	30
Sales of Goods and Services							
Receipts – Sale of Goods and Services	-	2,717	-	-	-	-	-
GST Receipts							
GST Input Credits	14,593	11,669	11,669	10,870	10,821	10,440	10,700
Other Receipts							
Other Receipts	4,846	733	3,450	3,499	3,547	3,134	3,197
TOTAL	21,115	15,149	17,586	15,153	14,748	13,604	13,927

(a) The moneys received and retained are to be applied to the Department's services as specified in the Budget Statements.

Royalties for Regions – Regional and State-wide Initiatives

Part 4 Minister for Regional Development; Lands; Minister Assisting the Minister for State Development

Asset Investment Program

The Royalties for Regions (RfR) program underpins the Government's long-term focus to facilitate economic, business and social development in Regional Western Australia. The intent of the program is enshrined in legislation, through the *Royalties for Regions Act 2009*.

The overall RfR program comprises three specific-purpose funds:

- Regional Infrastructure and Headworks Fund;
- Country Local Government Fund; and
- Regional Community Services Fund.

Investments from these funds will enable regional Western Australian communities to strengthen their capabilities and realise their economic potential. These investments, guided by State-level agendas, will drive innovation, efficiency and reform, delivering region specific initiatives that enhance economic and social outcomes in line with the Regional Investment Blueprints in each of the nine regions.

At the time of finalisation of these Budget Papers, approximately 95.5% of overall RfR expenditure is allocated to specific projects. The remaining 4.5% ($365.4 million over five years), comprising $109.9 million in asset investment spending (detailed below) and $256.5 million in recurrent expenditure, has been reserved for a number of strategic projects currently under development. Although these amounts have not been allocated to specific agencies, the financial impact of the funding and spending has been incorporated in whole-of-government finances as detailed below.

In addition, the total RfR program includes a 'underspend provision' for unforseen slippages in the very large spending program. This allows individual project budgets to exceed the approved expenditure limit, while planning for traditional underspends due to such things as delays in project approvals, resourcing issues and contractual delays. Responsible cashflow management will be undertaken to ensure the approved expenditure limit is not breached, including an annual review of the appropriateness of the Asset Investment Program.

	Estimated Total Cost $'000	Estimated Expenditure to 30-6-15 $'000	2014-15 Estimated Expenditure $'000	2015-16 Estimated Expenditure $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
NEW WORKS							
RfR - Regional and State-wide Initiatives [(a)]	109,885	-	73,356	750	12,000	2,000	21,779
Asset Investment Underspend Provision [(b)]	(309,608)	-	(43,371)	(54,972)	(70,081)	(72,662)	(68,522)
Total Cost of Asset Investment Program		-	29,985	(54,222)	(58,081)	(70,662)	(46,743)
FUNDED BY							
Drawdowns from Royalties for Regions Fund			-	(54,222)	(58,081)	(70,662)	(46,742)
Total Funding			-	(54,222)	(58,081)	(70,662)	(46,742)

(a) Recurrent expenditure of $178.2 million across the forward estimates period for Regional and State-wide Initiatives is not included in the above table.

(b) Recurrent underspend provision of $439.6 million across the forward estimates is not included in the above table.

Division 12 Gascoyne Development Commission

Part 4 Minister for Regional Development; Lands; Minister Assisting the Minister for State Development

Appropriations, Expenses and Cash Assets

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
DELIVERY OF SERVICES							
Item 16 Net amount appropriated to deliver services	1	1	1	**1**	1	1	1
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	245	250	250	**255**	260	265	270
Total appropriations provided to deliver services	246	251	251	**256**	261	266	271
TOTAL APPROPRIATIONS	246	251	251	**256**	261	266	271
EXPENSES							
Total Cost of Services	3,330	2,428	3,629	**3,163**	2,430	2,471	2,459
Net Cost of Services [(a)]	2,690	2,348	3,549	**3,083**	2,350	2,407	2,459
CASH ASSETS [(b)]	1,062	453	1,057	**1,071**	1,062	1,063	1,064

(a) Represents Total Cost of Services (expenses) less retained revenues applied to the agency's services. Reconciliation to the 'Total appropriations provided to deliver services' includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2014-15 Budget to Parliament on 8 May 2014, are outlined below:

	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Royalties for Regions					
Community Chest Grants	370	-	-	-	-
Feasibility Studies	350	-	-	-	-
Regional Grant Scheme	556	556	-	-	-

Significant Issues Impacting the Agency

- Under the guidance of the Gascoyne Advisory Group, the Royalties for Regions (RfR) Gascoyne Revitalisation funding of $150 million continues to enable the achievement of regionally significant projects as originally identified within the Gascoyne Regional Development Plan 2010-2020. Building upon, and complementary to, the Regional Development Plan and the Gascoyne Planning and Infrastructure Framework is the Gascoyne Regional Investment Blueprint (the Blueprint). In its final draft, the Blueprint will assist in guiding the planned, collaborative and prioritised development of projects in the Gascoyne region and enable the Commission to play a leadership and facilitation role with government, community and industry.

- Already the highest value industry in the region, the tourism industry will grow further with the implementation of the key strategies and recommendations from the Gascoyne Regional Tourism Strategy. A number of specific initiatives such as the commencement of the Exmouth Boat Harbour expansion, the development of the Denham Foreshore and the completion of the Carnarvon Fascine will contribute to the region's higher profile tourism. However, an important issue that will impact the opportunity for growth is the quality of aviation services provided to the region. Tourism should be recognised as a critical driver in the selection of air service providers to the region.

- Major infrastructure projects such as the Carnarvon Police and Justice Complex, the electrification of the Northern borefields in Carnarvon and the Gascoyne Junction Town Centre Revitalisation were completed in 2014-15. The Commission continues to work closely with local government and key stakeholders through clusters such as the Carnarvon and Exmouth Land Groups to address land and housing requirements.

- Through the Gascoyne Food Bowl project, the Commission is working with key stakeholders such as the Department of Agriculture and Food and the Department of Water to identify and release suitable land and water to the Carnarvon Horticultural District. The Commission is actively seeking innovative ways to maximise the value of primary commodity production in order to shield the region's economy from fluctuations in the exchange rate and weather conditions.

- The ability to provide appropriate aged care facilities in the Gascoyne region remains a priority and the Commission will be working with key stakeholders, particularly local government to plan for and establish aged care facilities in the Gascoyne region, initially Carnarvon.

- The implementation of the Gascoyne Regional Workforce Development Plan with partners such as the Durack Institute of Technology will assist in economic development through addressing the diverse current and future Gascoyne workforce requirements.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcome	Service
Stronger Focus on the Regions: Greater focus on service delivery, infrastructure investment and economic development to improve the overall quality of life in remote and regional areas.	An environment conducive to the balanced economic and social development of the Gascoyne region.	1. Regional Development

Service Summary

Expense	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
1. Regional Development	3,330	2,428	3,629	3,163	2,430	2,471	2,459
Total Cost of Services	3,330	2,428	3,629	3,163	2,430	2,471	2,459

Outcomes and Key Effectiveness Indicators [(a)]

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
Outcome: An environment conducive to the balanced economic and social development of the Gascoyne region:					
The Commission is effective and makes a positive contribution to the economic and social development of the Gascoyne region	98%	93%	93%	93%	

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

Services and Key Efficiency Indicators

1. Regional Development

Develop policies, plans and strategies to facilitate a coordinated approach to economic and social development in the Gascoyne region by:

- encouraging new business investment that is environmentally sustainable;
- identifying needs and coordinating infrastructure development that will generate employment, investment and sustainable economic and social growth;
- promoting the region as a place that offers investment opportunities, quality lifestyle and pristine environment; and
- supporting initiatives and projects through RfR.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service.....	3,330	2,428	3,629	3,163	1
Less Income	640	80	80	80	
Net Cost of Service	2,690	2,348	3,549	3,083	
Employees (Full Time Equivalents).....	11	12	10	13	
Efficiency Indicators					
Cost per Project Hour.....	$108	$110	$108	$93	

Explanation of Significant Movements

(Notes)

1. The increase in 2014-15 service expenditure is mainly due to additional RfR Regional Grant Scheme funding and Community Chest Grant funding ($926,000), as well as the finalisation of the previous Regional Grant Scheme.

Financial Statements

Income Statement

Expenses

The increase in 2014-15 Estimate Actual for grants and subsidies expense ($1.2 million) reflects the previous and most recent Regional Grant Scheme ($313,000 and $491,000 respectively) and the Community Chest Grants ($370,000).

Income

The increase in income from State Government revenue in 2014-15 ($1.2 million) reflects the previous and most recent Regional Grant Scheme ($313,000 and $491,000 respectively) and the Community Chest Grant funding ($370,000).

Statement of Cashflows

The increase in cashflow from State Government in 2014-15 ($1.2 million) reflects the previous and most recent Regional Grant Scheme ($313,000 and $491,000 respectively) and the Community Chest Grant funding ($370,000).

The corresponding increase in 2014-15 Estimated Actual for grants and subsidies payment ($1.2 million) reflects the previous and most recent Regional Grant Scheme ($313,000 and $491,000 respectively) and the Community Chest Grants ($370,000).

INCOME STATEMENT [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
COST OF SERVICES							
Expenses							
Employee benefits [(b)]	1,630	1,751	1,662	1,870	1,862	1,924	1,906
Grants and subsidies [(c)]	947	-	1,174	491	28	-	-
Supplies and services	609	299	404	410	126	132	135
Accommodation	22	191	191	193	203	213	219
Depreciation and amortisation	5	-	-	-	-	-	-
Other expenses	117	187	198	199	211	202	199
TOTAL COST OF SERVICES	3,330	2,428	3,629	3,163	2,430	2,471	2,459
Income							
Grants and subsidies	489	-	-	-	-	-	-
Other revenue	151	80	80	80	80	64	-
Total Income	640	80	80	80	80	64	-
NET COST OF SERVICES	2,690	2,348	3,549	3,083	2,350	2,407	2,459
INCOME FROM STATE GOVERNMENT							
Service appropriations	246	251	251	256	261	266	271
Resources received free of charge	8	7	7	7	7	7	-
Royalties for Regions Fund:							
Regional Community Services Fund	565	199	1,373	868	33	34	35
Regional and State-wide Initiatives	1,849	1,905	1,905	1,966	2,039	2,100	2,153
TOTAL INCOME FROM STATE GOVERNMENT	2,668	2,362	3,536	3,097	2,340	2,407	2,459
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(22)	14	(13)	14	(10)	-	-

(a) Full audited financial statements are published in the agency's Annual Report.
(b) The Full Time Equivalents for 2013-14 Actual, 2014-15 Estimated Actual and 2015-16 Budget Estimate are 11, 10 and 13 respectively. In some cases the figures for 2013-14 and 2014-15 may differ from previously published figures due to changes in calculation methodology.
(c) Refer to the Details of Controlled Grants and Subsidies table below for further information.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Royalties for Regions							
Regional Grants Scheme and Community Chest Grants	947	-	1,174	491	28	-	-
TOTAL	947	-	1,174	491	28	-	-

STATEMENT OF FINANCIAL POSITION [(a)] (Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CURRENT ASSETS							
Cash assets	1,062	220	1,056	1,069	1,059	1,060	1,061
Restricted cash	-	233	1	2	3	3	3
Holding account receivables	34	34	34	34	34	34	34
Receivables	28	258	20	26	28	41	54
Total current assets	1,124	745	1,111	1,131	1,124	1,138	1,152
NON-CURRENT ASSETS							
Holding account receivables	1	-	1	1	1	1	1
Property, plant and equipment	9	15	9	9	9	9	9
Total non-current assets	10	15	10	10	10	10	10
TOTAL ASSETS	1,134	760	1,121	1,141	1,134	1,148	1,162
CURRENT LIABILITIES							
Employee provisions	368	378	368	368	365	365	365
Payables	-	120	-	6	12	26	40
Other	53	253	53	53	53	53	53
Total current liabilities	421	751	421	427	430	444	458
NON-CURRENT LIABILITIES							
Employee provisions	43	39	43	43	43	43	43
Total non-current liabilities	43	39	43	43	43	43	43
TOTAL LIABILITIES	464	790	464	470	473	487	501
EQUITY							
Contributed equity	90	90	90	90	90	90	90
Accumulated surplus/(deficit)	580	(120)	567	581	571	571	571
Total equity	670	(30)	657	671	661	661	661
TOTAL LIABILITIES AND EQUITY	1,134	760	1,121	1,141	1,134	1,148	1,162

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

STATEMENT OF CASHFLOWS [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	246	251	251	256	261	266	271
Royalties for Regions Fund:							
Regional Community Services Fund	565	199	1,373	868	33	34	35
Regional and State-wide Initiatives	1,849	1,905	1,905	1,966	2,040	2,101	2,154
Net cash provided by State Government	2,660	2,355	3,529	3,090	2,334	2,401	2,460
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(1,713)	(1,897)	(1,808)	(1,981)	(1,984)	(1,774)	(1,752)
Grants and subsidies	(948)	-	(1,174)	(491)	-	-	-
Supplies and services	(39)	(170)	(275)	(363)	(110)	(120)	(123)
Accommodation	(198)	(191)	(191)	(193)	(203)	(73)	(75)
Other payments	(989)	(223)	(234)	(196)	(194)	(497)	(509)
Receipts							
Grants and subsidies	489	-	-	-	-	-	-
GST receipts	251	68	68	68	68	-	-
Other receipts	396	80	80	80	80	64	-
Net cash from operating activities	(2,751)	(2,333)	(3,534)	(3,076)	(2,343)	(2,400)	(2,459)
NET INCREASE/(DECREASE) IN CASH HELD	(91)	22	(5)	14	(9)	1	1
Cash assets at the beginning of the reporting period	1,153	431	1,062	1,057	1,071	1,062	1,063
Cash assets at the end of the reporting period	1,062	453	1,057	1,071	1,062	1,063	1,064

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

Division 13 Goldfields-Esperance Development Commission

Part 4 Minister for Regional Development; Lands; Minister Assisting the Minister for State Development

Appropriations, Expenses and Cash Assets

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
DELIVERY OF SERVICES							
Item 17 Net amount appropriated to deliver services	154	1	1	**1**	1	1	1
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	220	224	224	**229**	234	239	243
Total appropriations provided to deliver services	374	225	225	**230**	235	240	244
TOTAL APPROPRIATIONS	374	225	225	**230**	235	240	244
EXPENSES							
Total Cost of Services	4,884	2,065	3,541	**2,687**	2,117	2,177	2,369
Net Cost of Services [(a)]	4,625	2,065	3,541	**2,687**	2,117	2,177	2,369
CASH ASSETS [(b)]	2,338	1,501	1,574	**1,487**	1,488	1,625	1,625

(a) Represents Total Cost of Services (expenses) less retained revenues applied to the agency's services. Reconciliation to the 'Total appropriations provided to deliver services' includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2014-15 Budget to Parliament on 8 May 2014, are outlined below:

	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Royalties for Regions					
Community Chest Grants	370	-	-	-	-
Regional Grants Scheme	556	556	-	-	-

Significant Issues Impacting the Agency

- The Commission is addressing and focusing on improving its operational effectiveness and strengthening governance, as well as increasing capability and capacity through effective workforce development.
- The sustainability and availability of rental accommodation and provision of affordable housing (including crisis accommodation and homeless housing) remains a challenge for the region.
- The delivery of telecommunications coverage being sporadic, particularly in the South East agricultural region, affects the ability to conduct businesses.

- The Commission has been working with the community and business sector to prepare a Regional Investment Blueprint that articulates a strategy and action plan to promote jobs growth and economic diversification in the region.
- The Yilgarn Iron Ore Province had been identified as an emerging future development and the Commission is identifying strategies to unlock the potential that will have significant benefits across the State, the region and the local communities.
- The Commission is progressing the Mid West - Musgrave Corridor Initiative in partnership with the Mid West Development Commission. The initiative is aimed at unlocking the mineral wealth of the Musgrave region to deliver economic and social benefits to the Northern Goldfields and Lands, as well as foster greater cross-regional collaboration on key initiatives.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcome	Services
Stronger Focus on the Regions: Greater focus on service delivery, infrastructure investment and economic development to improve the overall quality of life in remote and regional areas.	An environment which is conducive to the balanced economic and social development of the Goldfields-Esperance region.	1. Facilitation of the Provision of Appropriate Infrastructure and Industry Services 2. Promotion of Region and its Investment Opportunities

Service Summary

Expense	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
1. Facilitation of the Provision of Appropriate Infrastructure and Industry Services	2,930	1,239	2,125	1,612	1,270	1,306	1,421
2. Promotion of Region and its Investment Opportunities	1,954	826	1,416	1,075	847	871	948
Total Cost of Services	4,884	2,065	3,541	2,687	2,117	2,177	2,369

Outcomes and Key Effectiveness Indicators [(a)]

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
Outcome: An environment which is conducive to the balanced economic and social development of the Goldfields-Esperance region:					
Client satisfaction with the provision of an environment conducive to the balanced economic and social development of the Goldfields-Esperance region	72.8%	75%	75%	75%	

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

Services and Key Efficiency Indicators

1. Facilitation of the Provision of Appropriate Infrastructure and Industry Services

To coordinate the identification of appropriate infrastructure, industries and enterprise services to the region so as to ensure that they are provided effectively and efficiently to meet the expanding needs of the region.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	2,930	1,239	2,125	1,612	1
Less Income	155	-	-	-	
Net Cost of Service	2,775	1,239	2,125	1,612	
Employees (Full Time Equivalents)	8	8	4	4	2
Efficiency Indicators					
Average Cost per Chargeable Hour	$88	$87	$88	$88	

Explanation of Significant Movements

(Notes)

1. The increase in 2014-15 Estimated Actual Total Cost of Service is due to the increase in anticipated expenditure for the Regional Grants Scheme and Community Chest Grants.

2. Full Time Equivalents (FTEs) has reduced for the 2014-15 and 2015-16 years due to a restructure in the organisational priorities as the focus moves toward promoting the region and increasing investment opportunities.

2. **Promotion of Region and Its Investment Opportunities**

To promote the region's advantages and attractions by way of appropriate policies, strategies and plans, so as to encourage investment that will contribute to economic growth, employment and an increased population base in the region.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	1,954	826	1,416	1,075	1
Less Income	104	-	-	-	
Net Cost of Service	1,850	826	1,416	1,075	
Employees (Full Time Equivalents)	4	4	7	7	2
Efficiency Indicators					
Average Cost per Chargeable Hour	$82	$87	$86	$86	

Explanation of Significant Movements

(Notes)

1. The increase in 2014-15 Estimated Actual Total Cost of Service is due to the increase in anticipated expenditure for the Regional Grants Scheme and Community Chest Grants.

2. FTEs has increased for the 2014-15 and 2015-16 years due to a restructure in the organisational priorities as the focus moves toward promoting the region and increasing investment opportunities.

Financial Statements

Income Statement

Expenses

The 2014-15 Estimated Actual for Total Cost of Services has increased by $1.5 million from the 2014-15 Budget. The increase is mainly attributed to anticipated increase in expenditure for grants and subsidies for Regional Grant Scheme and Community Chest Grants as a result of an increase in Royalties for Regions funding.

Statement of Cashflows

The net cash from operating activities has increased by $1.5 million in 2014-15 Estimated Actual as compared to 2014-15 Budget. This is predominantly due to increases in the payments for grants and subsidies for the Regional Grants Scheme and Community Chest Grants and on supplies and services.

The net cash provided by State Government has increased by $0.8 million in 2014-15 Estimated Actual as compared to 2014-15 Budget which is predominantly due to receipts to fund the Regional Grants Scheme and Community Chest Grants.

INCOME STATEMENT [a]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
COST OF SERVICES							
Expenses							
Employee benefits [b]	1,547	1,452	1,433	1,506	1,503	1,596	1,635
Grants and subsidies [c]	2,594	16	988	556	-	-	-
Supplies and services	480	239	856	344	333	270	429
Accommodation	188	180	162	168	168	180	180
Depreciation and amortisation	3	3	3	9	9	8	-
Other expenses	72	175	99	104	104	123	125
TOTAL COST OF SERVICES	4,884	2,065	3,541	2,687	2,117	2,177	2,369
Income							
Grants and subsidies	20	-	-	-	-	-	-
Other revenue	239	-	-	-	-	-	-
Total Income	259	-	-	-	-	-	-
NET COST OF SERVICES	4,625	2,065	3,541	2,687	2,117	2,177	2,369
INCOME FROM STATE GOVERNMENT							
Service appropriations	374	225	225	230	235	240	244
Resources received free of charge	16	12	12	12	12	12	12
Royalties for Regions Fund:							
Regional Community Services Fund	1,426	16	937	567	11	11	12
Regional and State-wide Initiatives	1,683	1,736	1,600	1,789	1,858	2,050	2,101
TOTAL INCOME FROM STATE GOVERNMENT	3,499	1,989	2,774	2,598	2,116	2,313	2,369
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(1,126)	(76)	(767)	(89)	(1)	136	-

(a) Full audited financial statements are published in the agency's Annual Report.
(b) The Full Time Equivalents for 2013-14 Actual, 2014-15 Estimated Actual and 2015-16 Budget Estimate are 12, 11 and 11 respectively. In some cases the figures for 2013-14 and 2014-15 may differ from previously published figures due to changes in calculation methodology.
(c) Refer to the Details of Controlled Grants and Subsidies table below for further information.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Royalties for Regions					-	-	-
Community Chest Grants	-	-	370	-	-	-	-
Regional Community Services Grants	-	16	-	-	-	-	-
Regional Grants Scheme	2,535	-	618	556			
Other	59	-	-	-	-	-	-
TOTAL	2,594	16	988	556	-	-	-

STATEMENT OF FINANCIAL POSITION [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CURRENT ASSETS							
Cash assets	1,514	1,499	1,440	1,352	1,352	1,353	1,353
Restricted cash	777	2	87	88	89	225	225
Receivables	12	16	12	12	12	12	12
Other	8	-	8	8	8	8	8
Total current assets	2,311	1,517	1,547	1,460	1,461	1,598	1,598
NON-CURRENT ASSETS							
Holding account receivables	195	195	195	195	195	195	195
Property, plant and equipment	8	5	5	3	1	-	-
Restricted cash	47	-	47	47	47	47	47
Total non-current assets	250	200	247	245	243	242	242
TOTAL ASSETS	2,561	1,717	1,794	1,705	1,704	1,840	1,840
CURRENT LIABILITIES							
Employee provisions	119	181	119	119	119	119	119
Payables	-	34	-	-	-	-	-
Other	54	24	54	54	54	54	54
Total current liabilities	173	239	173	173	173	173	173
NON-CURRENT LIABILITIES							
Employee provisions	33	32	33	33	33	33	33
Total non-current liabilities	33	32	33	33	33	33	33
TOTAL LIABILITIES	206	271	206	206	206	206	206
EQUITY							
Contributed equity	54	54	54	54	54	54	54
Accumulated surplus/(deficit)	2,301	1,392	1,534	1,445	1,444	1,580	1,580
Total equity	2,355	1,446	1,588	1,499	1,498	1,634	1,634
TOTAL LIABILITIES AND EQUITY	2,561	1,717	1,794	1,705	1,704	1,840	1,840

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

STATEMENT OF CASHFLOWS [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	374	225	225	230	235	240	244
Royalties for Regions Fund:							
Regional Community Services Fund	1,426	16	937	567	11	11	12
Regional and State-wide Initiatives	1,683	1,736	1,600	1,789	1,858	2,050	2,101
Net cash provided by State Government	3,483	1,977	2,762	2,586	2,104	2,301	2,357
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(1,617)	(1,452)	(1,433)	(1,506)	(1,503)	(1,596)	(1,635)
Grants and subsidies	(2,594)	(16)	(988)	(556)	-	-	-
Supplies and services	(490)	(225)	(833)	(252)	(322)	(265)	(417)
Accommodation	(175)	(180)	(162)	(168)	(168)	(180)	(180)
Other payments	(401)	(177)	(435)	(516)	(460)	(473)	(475)
Receipts							
Grants and subsidies	20	-	-	-	-	-	-
GST receipts	336	-	325	325	350	350	350
Other receipts	239	-	-	-	-	-	-
Net cash from operating activities	(4,682)	(2,050)	(3,526)	(2,673)	(2,103)	(2,164)	(2,357)
NET INCREASE/(DECREASE) IN CASH HELD	(1,199)	(73)	(764)	(87)	1	137	-
Cash assets at the beginning of the reporting period	3,537	1,574	2,338	1,574	1,487	1,488	1,625
Cash assets at the end of the reporting period	2,338	1,501	1,574	1,487	1,488	1,625	1,625

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

Division 14 Great Southern Development Commission

Part 4 Minister for Regional Development; Lands; Minister Assisting the Minister for State Development

Appropriations, Expenses and Cash Assets

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
DELIVERY OF SERVICES							
Item 18 Net amount appropriated to deliver services	1	1	1	**1**	1	1	1
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	214	218	218	**223**	227	230	235
Total appropriations provided to deliver services	215	219	219	**224**	228	231	236
TOTAL APPROPRIATIONS	215	219	219	**224**	228	231	236
EXPENSES							
Total Cost of Services	3,169	2,315	4,120	**2,753**	2,269	2,303	2,239
Net Cost of Services [(a)]	3,071	2,070	3,875	**2,532**	2,049	2,166	2,219
CASH ASSETS [(b)]	2,096	1,746	1,401	**1,479**	1,545	1,545	1,545

(a) Represents Total Cost of Services (expenses) less retained revenues applied to the agency's services. Reconciliation to the 'Total appropriations provided to deliver services' includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2014-15 Budget to Parliament on 8 May 2014, are outlined below:

	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Royalties for Regions					
Business Cases	122	-	-	-	-
Community Chest Grants	370	-	-	-	-
Regional Grant Scheme	556	556	-	-	-

Significant Issues Impacting the Agency

- In 2014-15 the Great Southern region's agricultural sectors posted another year of overall production growth. This growth was greatly enhanced by the 2014-15 harvest which has resulted in the second largest harvest in the Albany area. The region's agricultural industries benefitted from generally rising prices and an easing trend in the exchange rates.
- The Great Southern region also benefitted from the rise in tourism activity particularly, but not only, that generated by the Centenary of ANZAC commemorations held in Albany in November 2014 which drew national media coverage. The Government's investment in ANZAC commemoration related infrastructure such as the National Anzac Centre is providing a platform for the further expansion of tourism in the region.

- These factors have all informed the Commission's development of the Draft Great Southern Regional Blueprint (the Blueprint) which charts a course for the growth, prosperity and sustainability of the Great Southern region over the next 25 years.
- The Blueprint builds upon key strategic planning documents including the State Planning Strategy, the Great Southern Specific Planning and Infrastructure Framework, Regional Economic Development Strategy, Workforce Development Plan and Water Supply Plans.
- This Blueprint provides the framework to diversify the region's economy, improve essential infrastructure and services, encourage knowledge and innovation, build strong communities and enhance the region's environment and heritage assets.
- Priority actions have been identified focussing on premium food production, energy and water security, transport, industrial land, education, information and communications technology, tourism, small business development, housing, and community development.
- The priority projects from the Great Southern, South West, Wheatbelt and Peel Regional Blueprints are being supported in part through the five year $600 million Growing Our South Investment Fund which was established through Royalties for Regions (RfR) in 2014-15.
- In 2015-16 the Commission will continue to work with its regional partners and other key stakeholders to address the Blueprint's priorities, many of which are building on the success of previously completed projects.
- Another major focus of the Commission during 2015-16 will be the further establishment of a governance framework to monitor the implementation and ongoing review of the Blueprint.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcome	Service
Stronger Focus on the regions: Greater focus on service delivery, infrastructure investment and economic development to improve the overall quality of life in remote and regional areas.	The sustainable development of our region's natural and built environment for the wellbeing of all.	1. Regional Development

Service Summary

Expense	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
1. Regional Development	3,169	2,315	4,120	2,753	2,269	2,303	2,239
Total Cost of Services	3,169	2,315	4,120	2,753	2,269	2,303	2,239

Outcomes and Key Effectiveness Indicators [(a)]

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
Outcome: The sustainable development of our region's natural and built environment for the wellbeing of all:					
Favourable responses from a minimum of 75% of clients from the Client Survey	81%	83%	83%	83%	

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

Services and Key Efficiency Indicators

1. Regional Development

This output incorporates project management work, the facilitation and support of new and existing enterprises and businesses, promotional and information services, and the development of strategic partnerships with government, business and community groups to ensure the development of the Great Southern region.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	3,169	2,315	4,120	2,753	1
Less Income	98	245	245	221	
Net Cost of Service	3,071	2,070	3,875	2,532	
Employees (Full Time Equivalents)	13	15	15	15	
Efficiency Indicators [(a)]					
Average Cost per Project	$51,599	$50,651	$59,233	$53,902	2
Number of Projects Completed or Progressed During the Year	43	43	43	41	
Cost per Service Hour	$91.58	$78.23	$97.50	$79.97	3

(a) The efficiency indicator calculations in the above table exclude Grant related expenses.

Explanation of Significant Movements

(Notes)

1. The Total Cost of Service Estimated Actual in 2014-15 relative to the Budget increased due to the additional expenditure on grants (Regional Grants Scheme and Community Chest Grants) and development of Business Cases.

2. The Average Cost per Project in 2014-15 increased by $8,326 due to increased expenditure on supplies and services, predominantly relating to the development of Business Cases.

3. The Cost per Service Hour in 2014-15 increased from $78.23 to $97.50 due to an increase in expenditure on supplies and services combined with a decrease in the number of service hours.

Financial Statements

Income Statement

Expenses

The Total Cost of Services 2014-15 Estimated Actual increased as a result of expenditure relating to the new Regional Grant Scheme (RGS), Community Chest Grants (CCG) and business case funding. The final balance of the new RGS grant program will be expended in 2015-16.

Income

The increase in funding from RfR is due to the receipt of RGS funding for 2014-15 and 2015-16. In addition, funding for the CCG program and for additional business cases will be received in 2014-15.

Statement of Financial Position

Assets

Restricted cash is held for grant payments related to the RfR program. Grant payments are not made until all milestone requirements are met in accordance with the grant contracts.

Liabilities

Other liabilities relates to accruals awaiting disbursement at year end including grant payments and salary accruals. Grant payments are not made until all milestone requirements are met in accordance with the grant contracts.

Statement of Cashflows

The 2014-15 Budget originally included $137,000 for the payment of final milestones on the existing RGS. The 2014-15 Estimated Actual has been revised to reflect the new round of RGS, CCG and additional business funding. In 2015-16 the balance of the new round of RGS funding will be expended.

The 2014-15 Estimated Actual expenditure for grants and subsidies reflects payments made under the RfR RGS and CCG programs.

The 2014-15 Estimated Actual for supplies and services has increased to reflect expenditure in relation to additional business case funding.

INCOME STATEMENT [a]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
COST OF SERVICES							
Expenses							
Employee benefits [b]	1,346	1,577	1,577	1,601	1,630	1,663	1,653
Grants and subsidies [c]	951	137	1,573	543	-	-	-
Supplies and services	538	315	673	311	290	307	266
Accommodation	151	131	141	141	186	180	170
Depreciation and amortisation	16	13	13	12	-	-	-
Other expenses	167	142	143	145	163	153	150
TOTAL COST OF SERVICES	3,169	2,315	4,120	2,753	2,269	2,303	2,239
Income							
Grants and subsidies	50	175	175	151	130	100	-
Other revenue	48	70	70	70	90	37	20
Total Income	98	245	245	221	220	137	20
NET COST OF SERVICES	3,071	2,070	3,875	2,532	2,049	2,166	2,219
INCOME FROM STATE GOVERNMENT							
Service appropriations	215	219	219	224	228	231	236
Resources received free of charge	8	5	15	10	10	10	10
Royalties for Regions:							
Regional Community Services Fund	444	137	1,185	556	-	-	-
Regional and State-wide Initiatives	1,698	1,748	1,748	1,800	1,869	1,925	1,973
TOTAL INCOME FROM STATE GOVERNMENT	2,365	2,109	3,167	2,590	2,107	2,166	2,219
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(706)	39	(708)	58	58	-	-

(a) Full audited financial statements are published in the agency's Annual Report.
(b) The Full Time Equivalents for 2013-14 Actual, 2014-15 Estimated Actual and 2015-16 Budget Estimate are 13, 15 and 15 respectively. In some cases the figures for 2013-14 and 2014-15 may differ from previously published figures due to changes in calculation methodology.
(c) Refer to the Details of Controlled Grants and Subsidies table below for further information.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Royalties for Regions							
Regional Grant Scheme and Community Chest Grants	951	137	1,573	543	-	-	-
TOTAL	951	137	1,573	543	-	-	-

STATEMENT OF FINANCIAL POSITION [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CURRENT ASSETS							
Cash assets	534	1,387	283	335	387	387	387
Restricted cash	1,562	359	1,118	1,144	1,158	1,158	1,158
Receivables	39	64	39	39	39	39	39
Other	6	1	6	6	6	6	6
Total current assets	2,141	1,811	1,446	1,524	1,590	1,590	1,590
NON-CURRENT ASSETS							
Holding account receivables	226	226	226	226	226	226	226
Property, plant and equipment	42	43	29	17	17	17	17
Total non-current assets	268	269	255	243	243	243	243
TOTAL ASSETS	2,409	2,080	1,701	1,767	1,833	1,833	1,833
CURRENT LIABILITIES							
Employee provisions	281	226	281	281	281	281	281
Payables	-	43	-	8	16	16	16
Other	143	340	143	143	143	143	143
Total current liabilities	424	609	424	432	440	440	440
NON-CURRENT LIABILITIES							
Employee provisions	53	52	53	53	53	53	53
Other	175	176	175	175	175	175	175
Total non-current liabilities	228	228	228	228	228	228	228
TOTAL LIABILITIES	652	837	652	660	668	668	668
EQUITY							
Contributed equity	(214)	(214)	(214)	(214)	(214)	(214)	(214)
Accumulated surplus/(deficit)	1,971	1,457	1,263	1,321	1,379	1,379	1,379
Total equity	1,757	1,243	1,049	1,107	1,165	1,165	1,165
TOTAL LIABILITIES AND EQUITY	2,409	2,080	1,701	1,767	1,833	1,833	1,833

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

STATEMENT OF CASHFLOWS [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	215	219	219	224	228	231	236
Royalties for Regions:							
Regional Community Services Fund	444	137	1,185	556	-	-	-
Regional and State-wide Initiatives	1,698	1,748	1,748	1,800	1,869	1,925	1,973
Net cash provided by State Government	2,357	2,104	3,152	2,580	2,097	2,156	2,209
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(1,264)	(1,557)	(1,557)	(1,593)	(1,622)	(1,663)	(1,653)
Grants and subsidies	(1,061)	(152)	(1,588)	(543)	-	-	-
Supplies and services	(656)	(315)	(673)	(311)	(290)	(307)	(266)
Accommodation	(151)	(126)	(126)	(131)	(176)	(170)	(50)
Other payments	(305)	(195)	(196)	(193)	(211)	(153)	(260)
Receipts							
Grants and subsidies	50	175	175	151	130	100	-
GST receipts	29	48	48	48	48	-	-
Other receipts	30	70	70	70	90	37	20
Net cash from operating activities	(3,328)	(2,052)	(3,847)	(2,502)	(2,031)	(2,156)	(2,209)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(46)	-	-	-	-	-	-
Net cash from investing activities	(46)	-	-	-	-	-	-
NET INCREASE/(DECREASE) IN CASH HELD	(1,017)	52	(695)	78	66	-	-
Cash assets at the beginning of the reporting period	3,113	1,694	2,096	1,401	1,479	1,545	1,545
Cash assets at the end of the reporting period	2,096	1,746	1,401	1,479	1,545	1,545	1,545

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

Division 15 Kimberley Development Commission

Part 4 Minister for Regional Development; Lands; Minister Assisting the Minister for State Development

Appropriations, Expenses and Cash Assets

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
DELIVERY OF SERVICES							
Item 19 Net amount appropriated to deliver services	1	1	1	**1**	1	1	1
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	252	257	257	**262**	267	267	267
Total appropriations provided to deliver services	253	258	258	**263**	268	268	268
TOTAL APPROPRIATIONS	253	258	258	**263**	268	268	268
EXPENSES							
Total Cost of Services	5,841	3,309	3,836	**3,764**	2,603	2,513	2,567
Net Cost of Services [(a)]	2,027	3,287	3,814	**3,742**	2,581	2,491	2,545
CASH ASSETS [(b)]	2,423	1,156	2,343	**1,571**	1,492	1,574	1,659

(a) Represents Total Cost of Services (expenses) less retained revenues applied to the agency's services. Reconciliation to the 'Total appropriations provided to deliver services' includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2014-15 Budget to Parliament on 8 May 2014, are outlined below:

	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Royalties for Regions					
Aboriginal Community Critical Response Fund	100	131	-	-	-
Community Chest Grants Scheme	370	-	-	-	-
Kimberley Housing Project Indigenous Prosperity	(448)	(268)	-	-	-
Regional Grants Scheme	556	556	-	-	-
Yawuru Home Ownership Scheme	250	500	-	-	-

Significant Issues Impacting the Agency

- Regional Planning and Development Priorities - the Commission is nearing completion of '2036 and Beyond: A Blueprint for the Kimberley' which, subject to final Ministerial approval, will become a pivotal guide for regional development in the Kimberley well into the future. It provides an evidence based, transformational approach to inform strategic planning, project development and regional investment.

- Enabling Industry and Infrastructure - timely and strategic investment in regional infrastructure should provide the drive to realise the potential of the region's main industries; agriculture, resources and tourism and facilitate business and industry diversification for the benefit of the region and the State.
- People and Capacity Building - the Kimberley cross-cultural population has a median age of 30 compared to the State's median of 34. However, it is underskilled and requires enhanced inputs and outcomes in education and employment to reach its potential and facilitate the subsequent economic development of the region.
- Aboriginal Participation - Aboriginal people comprise 44% of the Kimberley population. Their quality of life and participation in the mainstream economy is challenged by a wide range of socio-economic issues. Long-term strategies that involve Aboriginal leadership and responsibility and replace welfare dependency with Aboriginal achievement are required.
- Housing for Regional Development - the region's young, cross-cultural population need an adequate stock of affordable sustainable housing to attract and retain skilled people in the region and provide regional people with an incentive to remain employed and in the mainstream economy.
- Growth Centres - long-term and flexible investment will ensure the potential of the Kimberley and its growth centres are realised and position the entire region as a cornerstone of overseas trade. The Kimberley has two centres. Both Broome and Kununurra are well positioned to facilitate broader Kimberley regional growth from investment.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcome	Services
Stronger Focus on the Regions: Greater focus on service delivery, infrastructure investment and economic development to improve the overall quality of life in remote and regional areas.	An environment conducive to the balanced economic and social development of the Kimberley region.	1. Policies, Strategies, Plans and Regional Promotion 2. Industry and Infrastructure Identification, Coordination and Development

Service Summary

Expense	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
1. Policies, Strategies, Plans and Regional Promotion	4,089	1,655	2,110	1,920	1,328	1,282	1,309
2. Industry and Infrastructure Identification, Coordination and Development	1,752	1,654	1,726	1,844	1,275	1,231	1,258
Total Cost of Services	5,841	3,309	3,836	3,764	2,603	2,513	2,567

Outcomes and Key Effectiveness Indicators [(a)]

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
Outcome: An environment conducive to the balanced economic and social development of the Kimberley region:					
Delivers effective activities in assisting economic and social development.....	96%	90%	90%	90%	
Makes a positive contribution to economic and social development in the Kimberley.....	96%	90%	90%	90%	
Provides a reliable source of information and advice	96%	90%	90%	90%	
Is an accessible source of information and advice	96%	90%	90%	90%	

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

Services and Key Efficiency Indicators

1. Policies, Strategies, Plans and Regional Promotion

The Commission will provide effective regional development policies and strategies together with accurate and accessible information on the region to facilitate and support the economic and social development of the region.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service.....	4,089	1,655	2,110	1,920	1
Less Income	2,670	11	12	11	
Net Cost of Service.....	1,419	1,644	2,098	1,909	
Employees (Full Time Equivalents).....	5	6	4	5	
Efficiency Indicators					
Average Cost per Project Hour [(a)].....	$233	$185	$190	$193	

(a) Average Cost per Project Hour calculation excludes grant income and expenditure.

Explanation of Significant Movements

(Notes)

1. The increase of $0.5 million in Total Cost of Service in the 2014-15 Estimated Actual compared with the 2014-15 Budget is due to additional funding from Royalties for Regions (RfR).

2. Industry and Infrastructure Identification, Coordination and Development

The Commission will identify, co-ordinate and promote through its major strategies the establishment, improvement and diversification of the region's infrastructure, industries and enterprises.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service.....	1,752	1,654	1,726	1,844	
Less Income	1,144	11	10	11	
Net Cost of Service.....	608	1,643	1,716	1,833	
Employees (Full Time Equivalents).....	2	6	4	4	
Efficiency Indicators					
Average Cost per Project Hour [(a)].....	$230	$186	$187	$195	

(a) Average Cost per Project Hour calculation excludes grant income and expenditure.

Financial Statements

Income Statement

Income

Revenue of $2.8 million from RfR in the 2015-16 Budget Estimate consists of $2.2 million to fund delivery of services to the Commission together with $0.6 million for the Regional Grants Scheme.

Statement of Financial Position

Equity in the 2015-16 Budget Estimate has reduced from $2 million in the prior period to $1.3 million primarily due to a reduction in restricted cash balances of $0.7 million.

Statement of Cashflows

Cash assets at the end of the 2015-16 Budget Estimate year are estimated at $1.6 million. This amount is represented by restricted cash $0.4 million and unrestricted cash $1.2 million.

INCOME STATEMENT [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
COST OF SERVICES							
Expenses							
Employee benefits [(b)]	1,337	2,101	1,255	1,525	1,532	1,556	1,588
Grants and subsidies [(c)]	3,300	-	1,171	1,051	60	-	-
Supplies and services	552	629	810	591	402	336	346
Accommodation	262	274	289	294	299	305	310
Depreciation and amortisation	42	50	35	40	40	45	45
Other expenses	348	255	276	263	270	271	278
TOTAL COST OF SERVICES	5,841	3,309	3,836	3,764	2,603	2,513	2,567
Income							
Grants and subsidies	3,780	-	-	-	-	-	-
Other revenue	34	22	22	22	22	22	22
Total Income	3,814	22	22	22	22	22	22
NET COST OF SERVICES	2,027	3,287	3,814	3,742	2,581	2,491	2,545
INCOME FROM STATE GOVERNMENT							
Service appropriations	253	258	258	263	268	268	268
Resources received free of charge	15	-	-	-	-	-	-
Royalties for Regions Fund:							
Regional Community Services Fund	43	795	1,501	564	8	8	8
Regional and State-wide Initiatives	2,004	2,064	1,966	2,221	2,204	2,270	2,327
TOTAL INCOME FROM STATE GOVERNMENT	2,315	3,117	3,725	3,048	2,480	2,546	2,603
SURPLUS/(DEFICIENCY) FOR THE PERIOD	288	(170)	(89)	(694)	(101)	55	58

(a) Full audited financial statements are published in the agency's Annual Report.
(b) The Full Time Equivalents for 2013-14 Actual, 2014-15 Estimated Actual and 2015-16 Budget Estimate are 7, 8 and 9 respectively. In some cases the figures for 2013-14 and 2014-15 may differ from previously published figures due to changes in calculation methodology.
(c) Refer to the Details of Controlled Grants and Subsidies table below for further information.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Royalties for Regions Fund							
Regional Grants Scheme	200	-	491	491	-	-	-
Community Chest Grants Scheme	-	-	370	-	-	-	-
Yawuru Home Ownership Scheme	-	-	250	500	-	-	-
Kimberley Regional Development Scheme	44	-	60	60	60	-	-
Kimberley Aboriginal Community Housing Project Extension							
Halls Creek	2,250	-	-	-	-	-	-
Kununurra	780	-	-	-	-	-	-
Ord Enhancement Scheme	16	-	-	-	-	-	-
Yarliyil Arts Centre	10	-	-	-	-	-	-
TOTAL	3,300	-	1,171	1,051	60	-	-

STATEMENT OF FINANCIAL POSITION [(a)] (Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CURRENT ASSETS							
Cash assets	1,063	575	1,265	1,184	1,165	1,247	1,332
Restricted cash	1,360	581	1,078	387	327	327	327
Receivables	16	142	43	126	33	28	28
Other	8	17	8	8	8	8	8
Total current assets	2,447	1,315	2,394	1,705	1,533	1,610	1,695
NON-CURRENT ASSETS							
Holding account receivables	39	39	39	39	39	39	39
Property, plant and equipment	32	19	12	(10)	74	47	20
Other	60	49	47	40	33	33	33
Total non-current assets	131	107	98	69	146	119	92
TOTAL ASSETS	2,578	1,422	2,492	1,774	1,679	1,729	1,787
CURRENT LIABILITIES							
Employee provisions	385	397	380	383	378	378	378
Payables	44	211	44	39	42	37	37
Other	23	33	28	2	6	6	6
Total current liabilities	452	641	452	424	426	421	421
NON-CURRENT LIABILITIES							
Employee provisions	38	44	41	45	49	49	49
Total non-current liabilities	38	44	41	45	49	49	49
TOTAL LIABILITIES	490	685	493	469	475	470	470
EQUITY							
Contributed equity	145	145	145	145	145	145	145
Accumulated surplus/(deficit)	1,943	592	1,854	1,160	1,059	1,114	1,172
Total equity	2,088	737	1,999	1,305	1,204	1,259	1,317
TOTAL LIABILITIES AND EQUITY	2,578	1,422	2,492	1,774	1,679	1,729	1,787

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

STATEMENT OF CASHFLOWS [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	253	258	258	263	268	268	268
Royalties for Regions Fund:							
Regional Community Services Fund	43	795	1,501	564	8	8	8
Regional and State-wide Initiatives	2,004	2,064	1,966	2,221	2,204	2,270	2,327
Net cash provided by State Government	2,300	3,117	3,725	3,048	2,480	2,546	2,603
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(1,354)	(2,059)	(1,255)	(1,525)	(1,532)	(1,556)	(1,588)
Grants and subsidies	(5,511)	-	(1,171)	(1,051)	(60)	-	-
Supplies and services	(569)	(658)	(827)	(672)	(482)	(373)	(348)
Accommodation	(246)	(282)	(287)	(293)	(299)	(306)	(310)
Other payments	(908)	(733)	(829)	(723)	(630)	(666)	(665)
Receipts							
Grants and subsidies	3,780	-	-	-	-	-	-
GST receipts	542	432	542	422	422	415	371
Other receipts	55	22	22	22	22	22	22
Net cash from operating activities	(4,211)	(3,278)	(3,805)	(3,820)	(2,559)	(2,464)	(2,518)
NET INCREASE/(DECREASE) IN CASH HELD	(1,911)	(161)	(80)	(772)	(79)	82	85
Cash assets at the beginning of the reporting period	4,334	1,317	2,423	2,343	1,571	1,492	1,574
Cash assets at the end of the reporting period	2,423	1,156	2,343	1,571	1,492	1,574	1,659

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

Division 16 Mid West Development Commission

Part 4 Minister for Regional Development; Lands; Minister Assisting the Minister for State Development

Appropriations, Expenses and Cash Assets

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
DELIVERY OF SERVICES							
Item 20 Net amount appropriated to deliver services	1	1	1	**1**	1	1	1
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	228	233	233	**237**	242	242	242
Total appropriations provided to deliver services	229	234	234	**238**	243	243	243
TOTAL APPROPRIATIONS	229	234	234	**238**	243	243	243
EXPENSES							
Total Cost of Services	3,364	3,506	4,437	**5,071**	2,723	2,397	2,731
Net Cost of Services [(a)]	3,250	3,455	4,386	**5,070**	2,722	2,391	2,725
CASH ASSETS [(b)]	2,519	624	2,051	**519**	544	536	285

(a) Represents Total Cost of Services (expenses) less retained revenues applied to the agency's services. Reconciliation to the 'Total appropriations provided to deliver services' includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2014-15 Budget to Parliament on 8 May 2014, are outlined below:

	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Royalties for Regions					
Community Chest Grants Scheme	370	-	-	-	-
Development of the Mid West Regional Blueprint	100	-	-	-	-
Regional Grants Scheme	556	556	-	-	-

Significant Issues Impacting the Agency

- The Commission's Mid West Investment Plan, which was supported by $220 million of Royalties for Regions funding since 2011 and across the forward estimates, will continue to leverage public and private investment in priority infrastructure for the region.
- A regional growth and development strategy known as a Regional Blueprint is being developed by the relevant Regional Development Commissions for implementation in each region of the State. The Regional Blueprint is based on an aspirational vision led approach and holistic and integrated strategic planning. The purpose of the Regional Blueprint is to help transform each region from its current status and position it to attain sustainable growth and development goals. The Mid West Regional Blueprint has been developed by the Commission in partnership with the Regional Development Australia Mid West Gascoyne to produce one strategic Blueprint to meet both Commonwealth Government and State Government needs.
- The Blueprint has revealed five pillars and 22 elements (sub-pillars) considered vital to growth and development in the Mid West. Each of these areas require further work to determine the priorities and key actions going forward. In 2014-15, tourism, business development, agriculture, health, broadband communications and strategic infrastructure were among the highest priorities.
- The Mid West economy is heavily reliant on primary commodity exports, exposing it to market fluctuations and climate change impacts. Initiatives to diversify the region's economic base include:
  - progressing information technology related opportunities;
  - realising the region's vast renewable energy potential;
  - supporting marine-based aquaculture research and development; and
  - realising the region's tourism potential.
- The Mid West has a relatively high Aboriginal population, which drives the need for initiatives that will support Aboriginal employment, education and business outcomes.
- Around 83% of the region is classified as remote, which presents challenges to provide and maintain infrastructure and services.
- The Commission continues to strive for education outcomes, rural and remote service delivery and developing thriving local and sub-regional economies and communities. As implementation of the Mid West Regional Blueprint occurs, the emphasis will focus around identifying those key 'game changing' initiatives that deliver the best economic and social outcomes for the region.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcome	Services
Stronger Focus on the Regions: Greater focus on service delivery, infrastructure investment and economic development to improve the overall quality of life in remote and regional areas.	An environment conducive to the balanced economic and social development of the Mid West region.	1. Information and Advice 2. Investment Facilitation 3. Infrastructure and Services Development in the Mid West

Service Summary

Expense	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
1. Information and Advice	955	821	1,188	1,026	847	867	952
2. Investment Facilitation	198	1,624	2,066	2,939	1,176	814	805
3. Infrastructure and Services Development in the Mid West	2,211	1,061	1,183	1,106	700	716	974
Total Cost of Services	3,364	3,506	4,437	5,071	2,723	2,397	2,731

Outcomes and Key Effectiveness Indicators [(a)]

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
Outcome: An environment conducive to the balanced economic and social development of the Mid West region:					
Clients agreeing that the Commission reduced obstacles to economic growth and employment	44%	42%	42%	42%	
Clients agreeing that the Commission contributed to the development of a new business opportunity	61%	63%	63%	63%	
Clients agreeing that the Commission contributed to more trade activity	31%	30%	30%	30%	
Clients agreeing that the Commission contributed to the retention of staff and/or expansion of employment opportunities	31%	28%	28%	28%	

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

Services and Key Efficiency Indicators

1. Information and Advice

To contribute to economic growth and employment by developing strategic partnerships between government, business, and the community, providing a central point of coordination and contact and by raising awareness of the Mid West region.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	955	821	1,188	1,026	1
Less Income	59	-	-	-	
Net Cost of Service	896	821	1,188	1,026	
Employees (Full Time Equivalents)	5	5	5	5	
Efficiency Indicators					
Cost per Client Visit	$582	$501	$724	$626	2
Cost per Client Inquiry	$114	$98	$141	$122	2

Explanation of Significant Movements

(Notes)

1. The decrease of $162,000 (13.6%) in Total Cost of Service for the 2015-16 Budget Target compared with the 2014-15 Estimated Actual, is mainly due to a greater level of expenditure on business case development in 2014-15.

2. The decrease in Cost per Client Visit and Cost per Client Inquiry of $98 (13.5%) and $19 (13.5%) respectively from the 2014-15 Estimated Actual to the 2015-16 Budget Target, is mainly due to a reduction in business case development expenditures.

2. Investment Facilitation

To create a business environment within the Mid West region that has a diverse economic base and is attractive to investors.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	198	1,624	2,066	2,939	1
Less Income	38	50	50	-	
Net Cost of Service	160	1,574	2,016	2,939	
Employees (Full Time Equivalents)	5	5	5	5	
Efficiency Indicators					
Average Cost per Project	$13,200	$108,267	$137,733	$195,933	2

Explanation of Significant Movements

(Notes)

1. The increase in Total Cost of Service for the 2015-16 Budget Target of $873,000 (42.3%) compared with the 2014-15 Estimated Actual, mainly reflects increased expenditure for the Yellow Tail Kingfish grow-out trial.

2. The increase in Average Cost per Project of $58,200 (42.3%) from the 2014-15 Estimated Actual to the 2015-16 Budget Target is largely due to the increase in costs referred to above.

3. Infrastructure and Services Development in the Mid West

To facilitate the development of infrastructure and services based on long-term economic development strategies, to support communities and businesses in the Mid West.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	2,211	1,061	1,183	1,106	
Less Income	17	1	1	1	
Net Cost of Service	2,194	1,060	1,182	1,105	
Employees (Full Time Equivalents)	5	5	5	5	
Efficiency Indicators					
Average Cost per Project	$147,333	$70,733	$78,867	$73,733	

Asset Investment Program

	Estimated Total Cost $'000	Estimated Expenditure to 30-6-15 $'000	2014-15 Estimated Expenditure $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
COMPLETED WORKS							
Computer and Office Equipment Replacement							
2014-15 Program	45	45	45	-	-	-	-
NEW WORKS							
Computer and Office Equipment Replacement							
2015-16 Program	10	-	-	10	-	-	-
2017-18 Program	41	-	-	-	-	41	-
Total Cost of Asset Investment Program	96	45	45	10	-	41	-
FUNDED BY							
Internal Funds and Balances			45	10	-	41	-
Total Funding			45	10	-	41	-

Financial Statements

Income Statement

Expenses

The $634,000 (14.3%) increase in the 2015-16 Budget Estimate Total Cost of Service is mainly due to the forecast completion of the Yellow Tail Kingfish grow-out trial.

The $2.3 million (46.3%) decrease in the Total Cost of Service in the 2016-17 Forward Estimate compared to the 2015-16 Budget Estimate is due predominantly to the cessation of the Regional Grants Scheme and the Yellow Tail Kingfish grow-out trial.

INCOME STATEMENT [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
COST OF SERVICES							
Expenses							
Employee benefits [(b)]	2,162	2,083	2,188	2,186	1,896	1,653	1,682
Grants and subsidies [(c)]	353	-	1,033	1,700	-	-	-
Supplies and services	408	1,033	809	755	392	312	606
Accommodation	185	191	191	197	203	209	215
Depreciation and amortisation	69	79	79	82	82	76	73
Other expenses	187	120	137	151	150	147	155
TOTAL COST OF SERVICES	3,364	3,506	4,437	5,071	2,723	2,397	2,731
Income							
Other revenue	114	51	51	1	1	6	6
Total Income	114	51	51	1	1	6	6
NET COST OF SERVICES	3,250	3,455	4,386	5,070	2,722	2,391	2,725
INCOME FROM STATE GOVERNMENT							
Service appropriations	229	234	234	238	243	243	243
Resources received free of charge	8	14	14	15	15	16	16
Royalties for Regions Fund:							
Regional Community Services Fund	1,715	27	1,059	590	35	36	37
Regional Infrastructure and Headworks Fund	80	950	757	750	370	-	-
Regional and State-wide Initiatives	1,779	1,868	1,868	1,923	1,995	2,055	2,106
TOTAL INCOME FROM STATE GOVERNMENT	3,811	3,093	3,932	3,516	2,658	2,350	2,402
SURPLUS/(DEFICIENCY) FOR THE PERIOD	561	(362)	(454)	(1,554)	(64)	(41)	(323)

(a) Full audited financial statements are published in the agency's Annual Report.
(b) The Full Time Equivalents for 2013-14 Actual, 2014-15 Estimated Actual and 2015-16 Budget Estimate are 15, 15 and 15 respectively. In some cases the figures for 2013-14 and 2014-15 may differ from previously published figures due to changes in calculation methodology.
(c) Refer to the Details of Controlled Grants and Subsidies table below for further information.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Regional Development Scheme Grants	130	-	11	-	-	-	-
Royalties for Regions							
Regional Grants Scheme	223	-	922	500	-	-	-
Yellow Tail Kingfish Grow-out Trial	-	-	100	1,200	-	-	-
TOTAL	353	-	1,033	1,700	-	-	-

STATEMENT OF FINANCIAL POSITION [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CURRENT ASSETS							
Cash assets	214	192	57	43	150	259	181
Restricted cash	2,305	432	1,994	476	394	277	104
Receivables	12	60	40	40	40	40	40
Total current assets	2,531	684	2,091	559	584	576	325
NON-CURRENT ASSETS							
Holding account receivables	153	153	153	153	153	153	153
Property, plant and equipment	2,933	3,012	2,886	2,814	2,741	2,709	2,637
Intangibles	-	13	13	13	3	-	-
Total non-current assets	3,086	3,178	3,052	2,980	2,897	2,862	2,790
TOTAL ASSETS	5,617	3,862	5,143	3,539	3,481	3,438	3,115
CURRENT LIABILITIES							
Employee provisions	395	212	374	362	348	348	348
Payables	11	-	1	1	1	1	1
Other	114	51	111	60	68	66	66
Total current liabilities	520	263	486	423	417	415	415
NON-CURRENT LIABILITIES							
Employee provisions	27	204	42	55	67	67	67
Borrowings	960	960	960	960	960	960	960
Other	1	-	-	-	-	-	-
Total non-current liabilities	988	1,164	1,002	1,015	1,027	1,027	1,027
TOTAL LIABILITIES	1,508	1,427	1,488	1,438	1,444	1,442	1,442
EQUITY							
Contributed equity	356	356	356	356	356	356	356
Accumulated surplus/(deficit)	(2,336)	(4,137)	(2,790)	(4,344)	(4,408)	(4,449)	(4,772)
Reserves	6,089	6,216	6,089	6,089	6,089	6,089	6,089
Total equity	4,109	2,435	3,655	2,101	2,037	1,996	1,673
TOTAL LIABILITIES AND EQUITY	5,617	3,862	5,143	3,539	3,481	3,438	3,115

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

STATEMENT OF CASHFLOWS [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	229	234	234	238	243	243	243
Holding account drawdowns	20	-	-	-	-	-	-
Royalties for Regions Fund:							
Regional Community Services Fund	1,715	27	1,059	590	35	36	37
Regional Infrastructure and Headworks Fund	80	950	757	750	370	-	-
Regional and State-wide Initiatives	1,779	1,868	1,868	1,923	1,995	2,055	2,106
Net cash provided by State Government	3,823	3,079	3,918	3,501	2,643	2,334	2,386
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(2,083)	(2,072)	(2,198)	(2,236)	(1,889)	(1,655)	(1,682)
Grants and subsidies	(353)	-	(1,033)	(1,700)	-	-	-
Supplies and services	(470)	(1,012)	(800)	(734)	(371)	(289)	(584)
Accommodation	(196)	(191)	(191)	(197)	(203)	(209)	(215)
Other payments	(302)	(280)	(458)	(375)	(242)	(235)	(272)
Receipts							
GST receipts	165	153	288	218	86	81	110
Other receipts	155	51	51	1	1	6	6
Net cash from operating activities	(3,084)	(3,351)	(4,341)	(5,023)	(2,618)	(2,301)	(2,637)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	-	(45)	(45)	(10)	-	(41)	-
Net cash from investing activities	-	(45)	(45)	(10)	-	(41)	-
NET INCREASE/(DECREASE) IN CASH HELD	739	(317)	(468)	(1,532)	25	(8)	(251)
Cash assets at the beginning of the reporting period	1,780	941	2,519	2,051	519	544	536
Cash assets at the end of the reporting period	2,519	624	2,051	519	544	536	285

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

Division 17 Peel Development Commission

Part 4 Minister for Regional Development; Lands; Minister Assisting the Minister for State Development

Appropriations, Expenses and Cash Assets

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
DELIVERY OF SERVICES							
Item 21 Net amount appropriated to deliver services	253	1	1	**1**	1	1	1
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	214	218	218	**223**	227	231	236
Total appropriations provided to deliver services	467	219	219	**224**	228	232	237
TOTAL APPROPRIATIONS	467	219	219	**224**	228	232	237
EXPENSES							
Total Cost of Services	3,029	2,082	3,513	**2,440**	1,974	2,023	2,053
Net Cost of Services [(a)]	3,024	2,052	3,483	**2,410**	1,944	1,993	2,023
CASH ASSETS [(b)]	1,734	1,435	914	**917**	895	896	896

(a) Represents Total Cost of Services (expenses) less retained revenues applied to the agency's services. Reconciliation to the 'Total appropriations provided to deliver services' includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2014-15 Budget to Parliament on 8 May 2014, are outlined below:

	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Royalties for Regions					
Community Chest Grants	370	-	-	-	-
Regional Grants Scheme	556	556	-	-	-

Significant Issues Impacting the Agency

- The Peel region is on a trajectory for strong growth. The current population of 124,000 is expected to grow to 188,400 by 2031 and 310,000 by 2050. Stimulating the economy to create a pipeline of new jobs to support this growth is a priority for the region.
- The Commission has been working with the community and businesses in the region to prepare a Regional Investment Blueprint (the Blueprint) that articulates a strategy and action plan for the next four years to target jobs growth and economic diversification. Key areas of strategic focus include:
  - broadening and diversifying the industry base to boost the depth and breadth of jobs and occupations across the region;
  - increasing economic expansion, market base and international competitiveness of the region's agribusiness sector through innovation in production methods and renewable water and energy supplies;
  - ensuring the availability of an educated and highly skilled workforce with the capacity and capability to flexibly respond to workforce requirements for the future; and
  - creating support services and infrastructure that will ensure the community is strong and resilient and able to increase its participation in, and contribution to, the future development of the Peel region.
- With above State average rates of unemployment and comparatively low rates of educational attainment, strengthening the education and training system and creating pathways that lead to increased levels of educational attainment and sustainable employment are important areas of focus for the region. The up-skilling of the existing workforce, particularly those workers who are impacted by shifts in sectors such as mining, construction and manufacturing, are a key priority to ensure they have the opportunities to develop new skills to transfer into occupations and industries known to be in shortage or emerging in the labour market.
- Environmental factors, including the protection of the region's catchment and waterways, will be overseen by the Peel Harvey Estuary Management Committee (the Committee) which was recently established. The Committee will be responsible for the oversight of operations and on-the-ground activities across Government related to the health of the Peel Harvey Estuary. This Committee will be also responsible for major policy development that impacts on the health of the estuary and waterways, including advice to the Western Australian Planning Commission on land development activities planned for the region.
- The sustainable supply of non-climate dependent water is fundamental to realising the delivery of the key growth initiatives of the Blueprint. Water innovation schemes and the development of alternative water sources, specifically recycled water and the capture of excess stormwater and related infrastructure will be a key area of focus for the region over the medium to long-term.
- Ensuring communities are sustainable is a key focus and ensuring that our residents have access to the range of community and support services that are enjoyed by metropolitan communities is pivotal to this.
- To stimulate the economy and create the pipeline of new jobs necessary, the Commission is working closely with a wide range of stakeholders to bring the following legacy projects to realisation:
  - Peel Business Park Nambeelup;
  - Peel Food Precinct;
  - Peel Integrated Water Cycling Initiative;
  - Peel Hospitality;
  - Tourism and Events Training Centre;
  - Peel A Grade Commercial Building;
  - Peel Secure Housing and Employment Support Services; and,
  - Peel Tourism Economic Development Strategy.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcome	Services
Stronger Focus on the Regions: Greater focus on service delivery, infrastructure investment and economic development to improve the overall quality of life in remote and regional areas.	Development and promotion of the Peel Region.	1. Facilitation and Coordination 2. Advice and Information

Service Summary

Expense	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
1. Facilitation and Coordination.....	2,726	1,874	3,162	2,196	1,777	1,821	1,848
2. Advice and Information.....	303	208	351	244	197	202	205
Total Cost of Services	3,029	2,082	3,513	2,440	1,974	2,023	2,053

Outcomes and Key Effectiveness Indicators [(a)]

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
Outcome: Development and promotion of the Peel region:					
Client satisfaction with contribution to the region's economic base.....	86%	90%	90%	90%	

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

Services and Key Efficiency Indicators

1. Facilitation and Coordination

Facilitate and coordinate regional development activities.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	2,726	1,874	3,162	2,196	1
Less Income	4	27	27	27	
Net Cost of Service	2,722	1,847	3,135	2,169	
Employees (Full Time Equivalents)	8	8	8	8	
Efficiency Indicators					
Average Cost per Unit of Service Hours	$94	$113	$128	$101	

Explanation of Significant Movements

(Notes)

1. The 2014-15 Estimated Actual Total Cost of Service has increased due to the anticipated expenditure for the Regional Grants Scheme and Community Chest Grants, and due to work associated with Royalties for Regions (RfR) Planning, Business Case and Capacity Building projects. These costs have also increased the efficiency indicator for the 2014-15 Estimated Actual.

2. Advice and Information

Provide advice and information on regional development activities or matters.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	303	208	351	244	1
Less Income	1	3	3	3	
Net Cost of Service	302	205	348	241	
Employees (Full Time Equivalents)	2	2	2	2	
Efficiency Indicators					
Average Cost per Unit of Service Hours	$59	$71	$76	$63	

Explanation of Significant Movements

(Notes)

1. The 2014-15 Actual Estimated Total Cost of Service has increased due to the anticipated expenditure for the Regional Grants Scheme and Community Chest Grants, and due to work associated with RfR Planning, Business Case and Capacity Building projects. These costs have also increased the efficiency indicator for the 2014-15 Estimated Actual.

Financial Statements

Income Statement

Expenses

The 2014-15 Estimated Actual for Total Cost of Service has increased by $1.4 million from the 2014-15 Budget. This is due to increases in expenditure for the Regional Grants Scheme, Community Chest Grants and Planning, Business Case and Capacity Building Projects.

Income

The 2014-15 Estimated Actual for RfR Fund has increased by $1 million from the 2014-15 Budget. This is due to increase in funding for RfR Regional Grants Scheme and Community Chest Grants.

Statement of Cashflows

The 2014-15 Estimated Actual for net cash from operating activities has increased by $1.4 million from the 2014-15 Budget. This is due to increased payments for grants and subsidies relating to the Regional Grants Scheme, Planning, Business Case and Capacity Building Projects and Community Chest Grants.

The 2014-15 Estimated Actual for the net cash provided by State Government has increased by $1 million from the 2014-15 Budget which is predominantly due to receipts to fund the Regional Grants Scheme and Community Chest Grants.

INCOME STATEMENT [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
COST OF SERVICES							
Expenses							
Employee benefits [(b)]	1,397	1,304	1,304	1,343	1,394	1,402	1,432
Grants and subsidies [(c)]	816	-	1,253	556	-	-	-
Supplies and services	506	454	631	216	241	273	258
Accommodation	198	162	162	171	171	179	179
Depreciation and amortisation	19	15	15	4	2	1	-
Other expenses	93	147	148	150	166	168	184
TOTAL COST OF SERVICES	3,029	2,082	3,513	2,440	1,974	2,023	2,053
Income							
Other revenue	5	30	30	30	30	30	30
Total Income	5	30	30	30	30	30	30
NET COST OF SERVICES	3,024	2,052	3,483	2,410	1,944	1,993	2,023
INCOME FROM STATE GOVERNMENT							
Service appropriations	467	219	219	224	228	232	237
Resources received free of charge	8	6	6	6	6	6	6
Royalties for Regions Fund:							
Regional Community Services Fund	148	-	972	556	-	-	-
Regional and State-wide Initiatives	1,533	1,579	1,578	1,623	1,686	1,737	1,780
TOTAL INCOME FROM STATE GOVERNMENT	2,156	1,804	2,775	2,409	1,920	1,975	2,023
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(868)	(248)	(708)	(1)	(24)	(18)	-

(a) Full audited financial statements are published in the agency's Annual Report.
(b) The Full Time Equivalents for 2013-14 Actual, 2014-15 Estimated Actual and 2015-16 Budget Estimate are 10, 10 and 10 respectively. In some cases the figures for 2013-14 and 2014-15 may differ from previously published figures due to changes in calculation methodology.
(c) Refer to the Details of Controlled Grants and Subsidies table below for further information.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Boddington Gold Mine Expansion Social Infrastructure Package	646	-	-	-	-	-	-
Support to Regional Groupings of Local Governments	32	-	-	-	-	-	-
Royalties for Regions Blueprint	76	-	-	-	-	-	-
Community Chest Grants	-	-	370	-	-	-	-
Regional Grants Scheme	62	-	883	556	-	-	-
TOTAL	816	-	1,253	556	-	-	-

STATEMENT OF FINANCIAL POSITION [(a)] (Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CURRENT ASSETS							
Cash assets	1,056	985	839	839	814	815	815
Restricted cash	633	450	30	33	36	36	36
Receivables	53	168	55	55	55	55	55
Total current assets	1,742	1,603	924	927	905	906	906
NON-CURRENT ASSETS							
Holding account receivables	134	134	134	134	134	134	134
Property, plant and equipment	36	8	21	17	15	14	14
Restricted cash	45	-	45	45	45	45	45
Total non-current assets	215	142	200	196	194	193	193
TOTAL ASSETS	1,957	1,745	1,124	1,123	1,099	1,099	1,099
CURRENT LIABILITIES							
Employee provisions	234	123	234	234	234	234	234
Payables	2	3	4	4	4	22	22
Other	28	51	28	28	28	28	28
Total current liabilities	264	177	266	266	266	284	284
NON-CURRENT LIABILITIES							
Employee provisions	21	23	21	21	21	21	21
Total non-current liabilities	21	23	21	21	21	21	21
TOTAL LIABILITIES	285	200	287	287	287	305	305
EQUITY							
Contributed equity	138	138	11	11	11	11	11
Accumulated surplus/(deficit)	1,534	1,407	826	825	801	783	783
Total equity	1,672	1,545	837	836	812	794	794
TOTAL LIABILITIES AND EQUITY	1,957	1,745	1,124	1,123	1,099	1,099	1,099

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

STATEMENT OF CASHFLOWS [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	467	219	219	224	228	232	237
Royalties for Regions Fund:							
Regional Community Services Fund	148	-	972	556	-	-	-
Regional and State-wide Initiatives	1,533	1,579	1,578	1,623	1,686	1,737	1,780
Net cash provided by State Government	2,148	1,798	2,769	2,403	1,914	1,969	2,017
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(1,391)	(1,282)	(1,282)	(1,321)	(1,372)	(1,402)	(1,432)
Grants and subsidies	(816)	-	(1,253)	(556)	-	-	-
Supplies and services	(530)	(459)	(636)	(223)	(248)	(241)	(244)
Accommodation	(184)	(149)	(149)	(157)	(157)	(179)	(179)
Other payments	(255)	(521)	(522)	(523)	(539)	(556)	(572)
Receipts							
Regulatory fees and fines	2	-	-	-	-	-	-
GST receipts	260	380	380	380	380	380	380
Other receipts	12	-	-	-	-	30	30
Net cash from operating activities	(2,902)	(2,031)	(3,462)	(2,400)	(1,936)	(1,968)	(2,017)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(14)	-	-	-	-	-	-
Net cash from investing activities	(14)	-	-	-	-	-	-
NET INCREASE/(DECREASE) IN CASH HELD	(768)	(233)	(693)	3	(22)	1	-
Cash assets at the beginning of the reporting period	2,502	1,668	1,734	914	917	895	896
Net cash transferred to/from other agencies	-	-	(127)	-	-	-	-
Cash assets at the end of the reporting period	1,734	1,435	914	917	895	896	896

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

Division 18 Pilbara Development Commission

Part 4 Minister for Regional Development; Lands; Minister Assisting the Minister for State Development

Appropriations, Expenses and Cash Assets

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
DELIVERY OF SERVICES							
Item 22 Net amount appropriated to deliver services	1	1	1	**110**	1	1	1
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	251	256	256	**261**	266	269	276
Total appropriations provided to deliver services	252	257	257	**371**	267	270	277
TOTAL APPROPRIATIONS	252	257	257	**371**	267	270	277
EXPENSES							
Total Cost of Services	7,291	6,903	10,074	**7,495**	7,142	7,487	7,672
Net Cost of Services [(a)]	7,030	6,903	10,074	**7,495**	7,142	7,487	7,672
CASH ASSETS [(b)]	2,931	1,753	2,361	**2,421**	2,372	2,323	2,328

(a) Represents Total Cost of Services (expenses) less retained revenues applied to the agency's services. Reconciliation to the 'Total appropriations provided to deliver services' includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2014-15 Budget to Parliament on 8 May 2014, are outlined below:

	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Royalties for Regions					
Community Chest Grants	370	-	-	-	-
Pilbara Underground Power Project Administration	729	-	-	-	-
Regional Grants Scheme	556	556	-	-	-
Targeted Voluntary Separation Scheme [(a)]	110	-	-	-	-

(a) Preliminary cost required to make payments to staff departing prior to the closure of the Targeted Voluntary Separation Scheme at 30 April 2015. The final cost of the Scheme will be known once staff leave the public sector and will be published in the 2014-15 Annual Report on State Finances. Agency savings flowing from the Scheme will be dependent on the final costs and will be allocated to agency budgets as part of the 2015-16 Mid-year Review.

Significant Issues Impacting the Agency

- Funding from the Royalties for Regions (RfR) program continues to provide a significant boost to the Pilbara's economic diversification. One of the Commission's roles is to ensure that the RfR grant scheme continues to be distributed in a strategic, effective and accountable manner that is consistent with the priorities of the Regional Development Council and Government's regional development policy agenda.
- The Pilbara Cities Vision is to transform the Pilbara region by building sustainable, attractive communities that are well serviced by modern infrastructure and amenities to support continued economic growth. The aim is to grow the resident population in the Pilbara to 140,000 by 2035 with targets of 50,000 in Karratha, 50,000 in the Town of Port Hedland and 15,000 in Newman. Economic diversification is required to support these targets.
- Significant industry expansion will continue to occur in the Pilbara region. The Commission will continually address these challenges through coordinated planning for long-term infrastructure and service needs.
- Engagement with the Department of Regional Development to coordinate and facilitate government, industry and community partnerships to deliver necessary outcomes with the respect to implementing the Pilbara Regional Investment Blueprint (the Blueprint). The Blueprint poses a vision for what the Pilbara could be like in 2050, identifying transformational opportunities that have the potential to drive growth beyond current trends.
- Population growth and economic diversification, consistent with the Blueprint, is critical to the sustainable future of the Pilbara region and its capacity to overcome fluctuations in the mining industry. Key areas of diversification include agriculture, aquaculture, renewable energies and tourism.
- Strategic priorities underpinning the Blueprint and the Commission's activities include improving the Pilbara's liveability, Aboriginal participation, employment growth, import replacement, export expansion, population growth and retention, environmental sustainability and research and innovation.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcome	Services
Stronger Focus on the Regions: Greater focus on service delivery, infrastructure investment and economic development to improve the overall quality of life in remote and regional areas.	Enhancement of the Pilbara Region's economic and social development.	1. Facilitation, Coordination and Governance 2. Regional Promotion and Information Services

Service Summary

Expense	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
1. Facilitation, Coordination and Governance....	4,375	4,142	6,044	4,497	4,285	4,492	4,603
2. Regional Promotion and Information Services	2,916	2,761	4,030	2,998	2,857	2,995	3,069
Total Cost of Services	7,291	6,903	10,074	7,495	7,142	7,487	7,672

Outcomes and Key Effectiveness Indicators [(a)]

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
Outcome: Enhancement of the Pilbara Region's economic and social development:					
Customers satisfied that the Commission is effective in meeting its service objectives.....	90%	80%	90%	90%	

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

Services and Key Efficiency Indicators

1. Facilitation, Coordination and Governance

Facilitate high level stakeholder group discussion through the Pilbara Dialogue including requirements and strategies for the future development of the region. Coordinate liaison and collaboration between state government agencies. Develop, implement and review good governance models, particularly in the area of grants management and effective agency operation.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service.....	4,375	4,142	6,044	4,497	1
Less Income	157	-	-	-	
Net Cost of Service.....	4,218	4,142	6,044	4,497	
Employees (Full Time Equivalents).....	13	13	13	12	
Efficiency Indicators					
Average Operational Costs (Excluding Grants) per Working Hour	$240	$221	$228	$221	

Explanation of Significant Movements

(Notes)

1. The 2014-15 Estimated Total Cost of Service has increased due to the additional expenditure on the Regional Grants Scheme, Community Chest Grants and on the administration of the Pilbara Underground Power Project.

2. Regional Promotion and Information Services

Provide and regularly update a range of relevant planning and community information to facilitate and support the sustainable economic and social development of the region.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	2,916	2,761	4,030	2,998	1
Less Income	104	-	-	-	
Net Cost of Service	2,812	2,761	4,030	2,998	
Employees (Full Time Equivalents)	9	9	9	9	
Efficiency Indicators					
Average Operational Costs (Excluding Grants) per Working Hour	$160	$147	$152	$147	

Explanation of Significant Movements

(Notes)

1. The 2014-15 Estimated Total Cost of Service has increased due to the additional expenditure on Planning, Business Base and Capacity Building and the administration of the Regional Grants Scheme and Community Chest Grants.

Asset Investment Program

The planned Asset Investment Program for 2015-16 is $50,000 for the replacement of computer hardware and software.

	Estimated Total Cost $'000	Estimated Expenditure to 30-6-15 $'000	2014-15 Estimated Expenditure $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
COMPLETED WORKS							
Office Equipment Replacement - 2014-15 Program	30	30	30	-	-	-	-
NEW WORKS							
Computer Hardware and Software Replacement							
2015-16 Program	50	-	-	50	-	-	-
2016-17 Program	50	-	-	-	50	-	-
Office Equipment Replacement - 2017-18 Program	50	-	-	-	-	50	-
Total Cost of Asset Investment Program	180	30	30	50	50	50	-
FUNDED BY							
Internal Funds and Balances			30	50	50	50	-
Total Funding			30	50	50	50	-

Financial Statements

Income Statement

Expenses

The 2014-15 Estimated Actual for Total Cost of Service has increased by $3.2 million from the 2014-15 Budget. This is predominantly due to an increase in expenditure for the Regional Grants Scheme, Community Chest Grants, Planning, Business Case and Capacity Building and the administration of the Pilbara Underground Power Project.

Income

The 2014-15 Estimated Actual for RfR Fund has increased by $2.7 million from the 2014-15 Budget. This is due to an increase in funding for the Regional Grants Scheme, Community Chest Grants, Planning, Business Case and Capacity Building and the administration of the Pilbara Underground Power Project.

Statement of Cashflows

The 2014-15 Estimated Actual for net cash from operating activities has increased by $3.3 million from the 2014-15 Budget. This is due to increased payments for grants and subsidies relating to the Regional Grants Scheme, Community Chest Grants, Planning, Business Case and Capacity Building and the administration of the Pilbara Underground Power Project.

The 2014-15 Estimated Actual for the net cash provided by State Government has also increased by $2.7 million from the 2014-15 Budget which is predominantly due to increased funding from the RfR Fund.

INCOME STATEMENT [a]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
COST OF SERVICES							
Expenses							
Employee benefits [b]	4,314	5,012	5,115	5,416	5,647	6,096	6,251
Grants and subsidies [c]	518	218	1,073	556	-	-	-
Supplies and services	1,207	1,148	3,013	666	674	626	625
Accommodation	773	289	564	570	505	453	455
Depreciation and amortisation	21	15	15	12	11	7	5
Other expenses	458	221	294	275	305	305	336
TOTAL COST OF SERVICES	7,291	6,903	10,074	7,495	7,142	7,487	7,672
Income							
Grants and subsidies	219	-	-	-	-	-	-
Other revenue	42	-	-	-	-	-	-
Total Income	261	-	-	-	-	-	-
NET COST OF SERVICES	7,030	6,903	10,074	7,495	7,142	7,487	7,672
INCOME FROM STATE GOVERNMENT							
Service appropriations	252	257	257	371	267	270	277
Resources received free of charge	31	-	-	25	25	25	25
Royalties for Regions Fund:							
Regional Community Services Fund	316	218	2,323	618	64	66	67
Regional Infrastructure and Headworks Fund	-	-	600	-	-	-	-
Regional and State-wide Initiatives	6,692	6,414	6,414	6,583	6,780	7,125	7,303
TOTAL INCOME FROM STATE GOVERNMENT	7,291	6,889	9,594	7,597	7,136	7,486	7,672
SURPLUS/(DEFICIENCY) FOR THE PERIOD	261	(14)	(480)	102	(6)	(1)	-

(a) Full audited financial statements are published in the agency's Annual Report.
(b) The Full Time Equivalents for 2013-14 Actual, 2014-15 Estimated Actual and 2015-16 Budget Estimate are 22, 22 and 21 respectively. In some cases the figures for 2013-14 and 2014-15 may differ from previously published figures due to changes in calculation methodology.
(c) Refer to the Details of Controlled Grants and Subsidies table below for further information.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Royalties for Regions							
Community Chest Grants	-	-	370	-	-	-	-
Regional Grants Scheme	257	218	703	556	-	-	-
Other	90	-	-	-	-	-	-
Other Grants	171	-	-	-	-	-	-
TOTAL	518	218	1,073	556	-	-	-

STATEMENT OF FINANCIAL POSITION [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CURRENT ASSETS							
Cash assets	613	1,084	398	397	396	395	395
Restricted cash	2,194	669	1,839	1,900	1,852	1,804	1,809
Receivables	83	182	83	83	83	83	83
Total current assets	2,890	1,935	2,320	2,380	2,331	2,282	2,287
NON-CURRENT ASSETS							
Property, plant and equipment	50	127	65	107	150	198	193
Restricted cash	124	-	124	124	124	124	124
Other	48	-	48	48	48	48	48
Total non-current assets	222	127	237	279	322	370	365
TOTAL ASSETS	3,112	2,062	2,557	2,659	2,653	2,652	2,652
CURRENT LIABILITIES							
Employee provisions	549	448	474	474	474	474	474
Payables	29	19	29	29	29	29	29
Other	239	338	239	239	239	239	239
Total current liabilities	817	805	742	742	742	742	742
NON-CURRENT LIABILITIES							
Employee provisions	143	80	143	143	143	143	143
Other	1	-	1	1	1	1	1
Total non-current liabilities	144	80	144	144	144	144	144
TOTAL LIABILITIES	961	885	886	886	886	886	886
EQUITY							
Contributed equity	353	383	353	353	353	353	353
Accumulated surplus/(deficit)	1,798	794	1,318	1,420	1,414	1,413	1,413
Total equity	2,151	1,177	1,671	1,773	1,767	1,766	1,766
TOTAL LIABILITIES AND EQUITY	3,112	2,062	2,557	2,659	2,653	2,652	2,652

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

STATEMENT OF CASHFLOWS [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	252	257	257	371	267	270	277
Royalties for Regions Fund:							
Regional Community Services Fund	316	218	2,323	618	64	66	67
Regional Infrastructure and Headworks Fund	-	-	600	-	-	-	-
Regional and State-wide Initiatives	6,692	6,414	6,414	6,583	6,780	7,125	7,303
Net cash provided by State Government	7,260	6,889	9,594	7,572	7,111	7,461	7,647
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(4,282)	(4,359)	(5,229)	(5,450)	(5,682)	(6,146)	(6,251)
Grants and subsidies	(518)	(218)	(1,073)	(556)	-	-	-
Supplies and services	(1,157)	(1,245)	(2,892)	(600)	(607)	(545)	(589)
Accommodation	(735)	(363)	(634)	(570)	(505)	(453)	(455)
Other payments	(868)	(858)	(461)	(441)	(471)	(471)	(502)
Receipts							
Grants and subsidies	219	-	-	-	-	-	-
GST receipts	317	155	155	155	155	155	155
Other receipts	127	-	-	-	-	-	-
Net cash from operating activities	(6,897)	(6,888)	(10,134)	(7,462)	(7,110)	(7,460)	(7,642)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(17)	(30)	(30)	(50)	(50)	(50)	-
Net cash from investing activities	(17)	(30)	(30)	(50)	(50)	(50)	-
NET INCREASE/(DECREASE) IN CASH HELD	346	(29)	(570)	60	(49)	(49)	5
Cash assets at the beginning of the reporting period	2,585	1,782	2,931	2,361	2,421	2,372	2,323
Cash assets at the end of the reporting period	2,931	1,753	2,361	2,421	2,372	2,323	2,328

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

Division 19 South West Development Commission

Part 4 Minister for Regional Development; Lands; Minister Assisting the Minister for State Development

Appropriations, Expenses and Cash Assets

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
DELIVERY OF SERVICES							
Item 23 Net amount appropriated to deliver services	239	1	1	**1**	1	1	1
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	210	214	214	**218**	223	226	229
Total appropriations provided to deliver services	449	215	215	**219**	224	227	230
TOTAL APPROPRIATIONS	449	215	215	**219**	224	227	230
EXPENSES							
Total Cost of Services	8,642	4,876	8,542	**8,226**	5,180	5,281	5,404
Net Cost of Services [(a)]	8,125	4,821	8,487	**8,171**	5,125	5,276	5,399
CASH ASSETS [(b)]	6,483	10,241	6,299	**3,629**	3,726	3,720	3,720

(a) Represents Total Cost of Services (expenses) less retained revenues applied to the agency's services. Reconciliation to the 'Total appropriations provided to deliver services' includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2014-15 Budget to Parliament on 8 May 2014, are outlined below:

	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Royalties for Regions					
Bunbury Marine Facilities	1,000	-	-	-	-
Community Chest Grants Scheme	370	-	-	-	-
Ferguson Valley Tourism Route	1,700	-	-	-	-
Planning, Business Case and Capacity Building	40	-	-	-	-
Regional Grants Scheme	556	556	-	-	-

Significant Issues Impacting the Agency

- Population growth continues to be a major driver of the South West economy generating new demand for services.
- Innovation, creativity and technology are emerging as key operatives across the region.
- New investment in the agricultural sector suggests growth in dairy, beef and horticulture in the medium-term.
- International trade remains a strong growth strategy for the South West.
- The ageing population is driving demand in housing and personal services; resulting in an increased pressure on age-related health care and non-government services.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcome	Service
Stronger Focus on the Regions: Greater focus on service delivery, infrastructure investment and economic development to improve the overall quality of life in remote and regional areas.	An environment which is conducive to the balanced economic development of the South West Region.	1. Regional Development

Service Summary

Expense	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
1. Regional Development	8,642	4,876	8,542	8,226	5,180	5,281	5,404
Total Cost of Services	8,642	4,876	8,542	8,226	5,180	5,281	5,404

Outcomes and Key Effectiveness Indicators [(a)]

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
Outcome: An environment which is conducive to the balanced economic development of the South West Region:					
Customer satisfaction survey	90%	80%	80%	80%	

(a) Further details in support of the key effectiveness indicators are provided in the agency's Annual Report.

Services and Key Efficiency Indicators

1. Regional Development

To provide a regional development service which contributes to sustainable development within the South West through the provision of information, advice and support together with marketing and promotion of the region.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	8,642	4,876	8,542	8,226	1
Less Income	517	55	55	55	
Net Cost of Service	8,125	4,821	8,487	8,171	
Employees (Full Time Equivalents)	22	24	24	24	
Efficiency Indicators					
Average Cost per Hour of Service	$206	$186	$201	$203	

Explanation of Significant Movements

(Notes)

1. The increase of $3.7 million in the Total Cost of Services between 2014-15 Budget and 2014-15 Estimated Actual is due to increased funding from Royalties for Regions (RfR) for the Regional Grants Scheme ($0.6 million) Community Chest Grant ($0.4 million), Bunbury Marine Facilities project ($1 million) and Ferguson Valley Tourism Route project ($1.7 million).

Asset Investment Program

	Estimated Total Cost $'000	Estimated Expenditure to 30-6-15 $'000	2014-15 Estimated Expenditure $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
COMPLETED WORKS							
Asset Replacement - 2014-15 Program	30	30	30	-	-	-	-
NEW WORKS							
Asset Replacement							
2015-16 Program	30	-	-	30	-	-	-
2016-17 Program	30	-	-	-	30	-	-
2017-18 Program	30	-	-	-	-	30	-
2018-19 Program	50	-	-	-	-	-	50
Total Cost of Asset Investment Program	170	30	30	30	30	30	50
FUNDED BY							
Internal Funds and Balances			30	30	30	30	50
Total Funding			30	30	30	30	50

Financial Statements

Income Statement

Expenses

The increase in Total Cost of Services between 2014-15 Budget and Estimated Actual is due to a funding increase from RfR for the Regional Grants Scheme, Community Chest Grants Scheme, Bunbury Marine Facilities and Ferguson Valley Tourism Route projects.

Statement of Financial Position

The major component of restricted cash relates to funds which have been allocated to the Lake Kepwari project. Expenditure on this project is anticipated to occur in 2015-16.

Statement of Cashflows

Cash assets at the end of 2015-16 Budget Estimate are $3.6 million, primarily representing unexpended major project cash balances from prior years.

INCOME STATEMENT [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
COST OF SERVICES							
Expenses							
Employee benefits [(b)]	2,842	2,951	3,007	3,191	3,268	3,298	3,386
Grants and subsidies [(c)]	3,582	100	3,670	3,266	100	100	100
Supplies and services	1,285	1,101	1,141	1,036	1,096	1,140	1,140
Accommodation	312	304	364	355	336	357	382
Depreciation and amortisation	163	132	132	132	132	132	132
Other expenses	458	288	228	246	248	254	264
TOTAL COST OF SERVICES	8,642	4,876	8,542	8,226	5,180	5,281	5,404
Income							
Grants and subsidies	112	50	50	50	50	-	-
Other revenue	405	5	5	5	5	5	5
Total Income	517	55	55	55	55	5	5
NET COST OF SERVICES	8,125	4,821	8,487	8,171	5,125	5,276	5,399
INCOME FROM STATE GOVERNMENT							
Service appropriations	449	215	215	219	224	227	230
Resources received free of charge	41	-	-	-	-	-	-
Royalties for Regions Fund:							
Country Local Government Fund	38	-	-	-	-	-	-
Regional Community Services Fund	92	-	966	556	-	-	-
Regional Infrastructure and Headworks Fund	-	-	2,700	-	-	-	-
Regional and State-wide Initiatives	4,488	4,601	4,601	4,725	4,896	5,043	5,169
TOTAL INCOME FROM STATE GOVERNMENT	5,108	4,816	8,482	5,500	5,120	5,270	5,399
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(3,017)	(5)	(5)	(2,671)	(5)	(6)	-

(a) Full audited financial statements are published in the agency's Annual Report.
(b) The Full Time Equivalents for 2013-14 Actual, 2014-15 Estimated Actual and 2015-16 Budget Estimate are 22, 24 and 24 respectively. In some cases the figures for 2013-14 and 2014-15 may differ from previously published figures due to changes in calculation methodology.
(c) Refer to the Details of Controlled Grants and Subsidies table below for further information.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Lake Kepwari Project	-	-	-	2,666	-	-	-
Other Payments	3,582	100	100	100	100	100	100
Royalties for Regions - Regional Grants Scheme	-	-	3,570	500	-	-	-
TOTAL	3,582	100	3,670	3,266	100	100	100

STATEMENT OF FINANCIAL POSITION [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CURRENT ASSETS							
Cash assets	706	859	677	641	605	599	599
Restricted cash	5,777	9,382	5,622	2,988	3,121	3,121	3,121
Receivables	302	118	302	302	302	302	302
Other	40	7	40	40	40	40	40
Total current assets	6,825	10,366	6,641	3,971	4,068	4,062	4,062
NON-CURRENT ASSETS							
Holding account receivables	1,253	1,253	1,253	1,253	1,253	1,253	1,253
Property, plant and equipment	8,745	10,302	8,652	8,550	8,459	8,459	8,459
Intangibles	14	4	14	14	14	14	14
Other	1,795	1,795	1,786	1,786	1,775	1,775	1,775
Total non-current assets	11,807	13,354	11,705	11,603	11,501	11,501	11,501
TOTAL ASSETS	18,632	23,720	18,346	15,574	15,569	15,563	15,563
CURRENT LIABILITIES							
Employee provisions	510	570	510	410	410	410	410
Payables	63	91	14	13	13	13	13
Other	238	651	6	6	6	6	6
Total current liabilities	811	1,312	530	429	429	429	429
NON-CURRENT LIABILITIES							
Employee provisions	109	90	109	109	109	109	109
Other	1	1	1	1	1	1	1
Total non-current liabilities	110	91	110	110	110	110	110
TOTAL LIABILITIES	921	1,403	640	539	539	539	539
EQUITY							
Contributed equity	11,389	11,389	11,389	11,389	11,389	11,389	11,389
Accumulated surplus/(deficit)	(4,814)	(1,993)	(4,819)	(7,490)	(7,495)	(7,501)	(7,501)
Reserves	11,136	12,770	11,136	11,136	11,136	11,136	11,136
Other	-	151	-	-	-	-	-
Total equity	17,711	22,317	17,706	15,035	15,030	15,024	15,024
TOTAL LIABILITIES AND EQUITY	18,632	23,720	18,346	15,574	15,569	15,563	15,563

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

STATEMENT OF CASHFLOWS [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	449	215	215	219	224	227	227
Holding account drawdowns	30	-	-	-	-	-	-
Royalties for Regions Fund:							
Regional Community Services Fund	-	-	966	556	-	-	-
Regional Infrastructure and Headworks Fund	-	-	2,700	-	-	-	-
Regional and State-wide Initiatives	4,618	4,601	4,601	4,725	4,896	5,043	5,169
Net cash provided by State Government	5,097	4,816	8,482	5,500	5,120	5,270	5,396
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(2,916)	(2,948)	(3,067)	(3,199)	(3,278)	(3,298)	(3,385)
Grants and subsidies	(4,070)	(100)	(3,670)	(3,266)	(100)	(100)	(100)
Supplies and services	(1,049)	(991)	(1,199)	(1,018)	(995)	(1,110)	(1,247)
Accommodation	(287)	(304)	(374)	(354)	(354)	(355)	(365)
Other payments	(1,100)	(701)	(681)	(538)	(501)	(568)	(434)
Receipts							
Grants and subsidies	112	50	50	50	50	-	-
GST receipts	214	300	300	180	180	180	180
Other receipts	414	5	5	5	5	5	5
Net cash from operating activities	(8,682)	(4,689)	(8,636)	(8,140)	(4,993)	(5,246)	(5,346)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(53)	(30)	(30)	(30)	(30)	(30)	(50)
Net cash from investing activities	(53)	(30)	(30)	(30)	(30)	(30)	(50)
NET INCREASE/(DECREASE) IN CASH HELD	(3,638)	97	(184)	(2,670)	97	(6)	-
Cash assets at the beginning of the reporting period	10,121	10,144	6,483	6,299	3,629	3,726	3,720
Cash assets at the end of the reporting period	6,483	10,241	6,299	3,629	3,726	3,720	3,720

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

Division 20 Wheatbelt Development Commission

Part 4 Minister for Regional Development; Lands; Minister Assisting the Minister for State Development

Appropriations, Expenses and Cash Assets

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
DELIVERY OF SERVICES							
Item 24 Net amount appropriated to deliver services	1	1	1	**1**	1	1	1
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	214	218	218	**223**	227	227	227
Total appropriations provided to deliver services	215	219	219	**224**	228	228	228
TOTAL APPROPRIATIONS	215	219	219	**224**	228	228	228
EXPENSES							
Total Cost of Services	4,478	2,185	6,454	**3,180**	2,051	2,191	2,229
Net Cost of Services [(a)]	4,070	2,142	6,411	**3,155**	2,026	2,166	2,204
CASH ASSETS [(b)]	1,541	22	191	**128**	148	169	203

(a) Represents Total Cost of Services (expenses) less retained revenues applied to the agency's services. Reconciliation to the 'Total appropriations provided to deliver services' includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2014-15 Budget to Parliament on 8 May 2014, are outlined below:

	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Royalties for Regions					
Central Coast Agri-Industry Processing Hub	250	-	-	-	-
Community Chests Grants Scheme	370	-	-	-	-
Creating Age-Friendly Communities in Small Towns	2,028	502	-	-	-
Planning, Business Cases and Capacity Building	100	-	-	-	-
Regional Grants Scheme	555	556	-	-	-

Significant Issues Impacting the Agency

- The region's proximity to Perth and coastal amenity will see continued growth in some parts of the region. Economic and social restructuring is likely to continue in the Central East of the region. The Commission will continue to focus on activities that drive growth across diverse sectors through public and private investment.
- Population growth and investment in the peri-urban areas of the Avon Valley and Central Coast is expected to continue. The Commission will continue to work with the Shires of Dandaragan and Northam on the Regional Centres Development Plan (SuperTowns), as well as completing Regional Centre Growth Plans for Narrogin, Merredin and the three centres of Moora, Wongan Hills and Dalwallinu in the Central Midlands. Work has commenced on collaboration between the Shires of Dandaragan, Chittering and Gingin to address growth pressure issues to Perth's north.
- Employment generation in the Avon continues to support economic activity. Light to medium industrial development is a key driver in this generation. The Commission, in partnership with LandCorp, has identified land assembly as a priority across the region and has developed a business case to attract funding. Light industry land assembly in the Avon is a short-term priority in this business case.
- The Commission has secured strategic partnerships with numerous business groups. A common information platform for business is being developed to further improve communication and networking between the region's nearly 10,000 micro and small businesses.
- The Commission will:
  - launch and continue implementation of the Regional Investment Blueprint. This will guide funding priorities over the next three years;
  - provide and facilitate regional leadership. In a region of over 100 communities across 43 local government authorities, it is necessary that regional economies of scale drive Commonwealth, State and private investment. This will ensure growth potential and investment are maximised;
  - facilitate investment in aged care housing that is consistent with new models of Commonwealth and State aged care funding;
  - focus on service delivery reform, particularly in education, health and aged care. These issues are influential in workforce and population attraction and retention;
  - continue its work to market the region as a place to live, work and invest in partnership with Heartlands, Western Australia; and
  - work to expand on the activities of the Northam Elder's Group to develop the base for Aboriginal enterprise.
- The Commission will continue to contribute to public sector reform priorities. Within its resources and delegated powers, the Commission will endeavour to achieve the best outcomes for the region and regional Western Australia.
- To ensure quality information (with respect to the region) is provided to decision makers and stakeholders, innovative relationships with universities, use of graduates and consultants and strategic direction driven by solid planning, will ensure maximum opportunity is created from available resources. To ensure quality delivery of projects, the Commission will continue to work with proponents to develop quality business cases and industry strategies.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcome	Services
Stronger Focus on the Regions: Greater focus on service delivery, infrastructure investment and economic development to improve the overall quality of life in remote and regional areas.	The benefits from sustainable development consistent with the expectations of the regional community flow to the people of the Wheatbelt.	1. Information and Promotion Services 2. Facilitation Services

Service Summary

Expense	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
1. Information and Promotion Services	2,119	1,061	4,088	2,046	1,319	1,409	1,434
2. Facilitation Services	2,359	1,124	2,366	1,134	732	782	795
Total Cost of Services	4,478	2,185	6,454	3,180	2,051	2,191	2,229

Outcomes and Key Effectiveness Indicators [(a)]

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
Outcome: The benefits from sustainable development consistent with the expectations of the regional community flow to the people of the Wheatbelt:					
Satisfaction survey that the Commission is achieving its outcome - sample size	130	130	130	130	
Strongly Agree	26%	28%	28%	29%	
Agree	68%	66%	66%	66%	
Neither Agree or Disagree	1%	1%	1%	1%	
Disagree	1%	1%	1%	1%	
Strongly Disagree	1%	1%	1%	1%	
Don't Know	3%	3%	3%	2%	

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

Services and Key Efficiency Indicators

1. Information and Promotion Services

The provision of timely and accurate information to meet client need in developing the Wheatbelt region through the identification and promotion of the comparative advantages of the region, the diversification of industry and businesses, and by providing a central point for information and assistance.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	2,119	1,061	4,088	2,046	1
Less Income	193	21	28	16	
Net Cost of Service	1,926	1,040	4,060	2,030	
Employees (Full Time Equivalents)	9	5	9	6	
Efficiency Indicators					
Average Cost per Hour of Regional Development Service	$108	$103	$125	$124	
Average Cost per Program of Grants Conveyed	$82,671	$0	$19,743	$150,000	2

Explanation of Significant Movements

(Notes)

1. The increase in the Total Cost of Services between 2014-15 Budget and 2014-15 Estimated Actual is due to a once off funding increase from Royalties for Regions (RfR) for the Creating Aged Care Friendly Communities program.

2. The increase in the Average Cost per Program of Grants Conveyed in 2015-16 Budget Target compared to 2014-15 Estimated Actual is due to a greater number of grants delivered in 2014-15, resulting in a lower average cost.

   The 2014-15 Budget for Average Cost per Program of Grants Conveyed was zero due to the Regional Grants Scheme being fully depleted.

2. Facilitation Services

The provision of assistance, support and encouragement to clients, based around identified regional opportunities. Central to this service are activities that relate to the facilitation of the upgrading of infrastructure, provide encouragement and support to the development of new industries and facilitate the intensification, expansion and diversification of existing industries.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	2,359	1,124	2,366	1,134	1
Less Income	215	22	15	9	
Net Cost of Service	2,144	1,102	2,351	1,125	
Employees (Full Time Equivalents)	8	5	8	5	
Efficiency Indicators					
Average Cost per Hour of Regional Development Service	$100	$94	$106	$104	
Average Cost per Program of Grants Conveyed	$59,874	$0	$40,186	$135,000	2

Explanation of Significant Movements

(Notes)

1. The increase in the Total Cost of Services between 2014-15 Budget and 2014-15 Estimated Actual is due to a once off funding increase from RfR for the Creating Aged Care Friendly Communities program.

2. The increase in the Average Cost per Program of Grants Conveyed in 2015-16 Budget Target compared to 2014-15 Estimated Actual is due to a greater number of grants delivered in 2014-15, resulting in a lower average cost.

   The 2014-15 Budget for Average Cost per Program of Grants Conveyed was zero due to the Regional Grants Scheme being fully depleted.

Asset Investment Program

	Estimated Total Cost $'000	Estimated Expenditure to 30-6-15 $'000	2014-15 Estimated Expenditure $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
COMPLETED WORKS							
Computer and Office Replacement - 2014-15 Program	41	41	41	-	-	-	-
NEW WORKS							
Computer and Office Equipment Replacement							
2015-16 Program	41	-	-	41	-	-	-
2016-17 Program	41	-	-	-	41	-	-
2017-18 Program	41	-	-	-	-	41	-
2018-19 Program	41	-	-	-	-	-	41
Total Cost of Asset Investment Program.....	205	41	41	41	41	41	41
FUNDED BY							
Internal Funds and Balances.....			41	41	41	41	41
Total Funding.....			41	41	41	41	41

Financial Statements

Income Statement

Expenses

The 2015-16 Budget Estimate for grants and subsidies expenditure is $706,000, a decrease of $2.3 million (76%) compared to the 2014-15 Estimated Actual. This is due to new grant monies received in 2014-15 for projects such as Creating Aged Care Friendly Communities, Central Coast Agri-business Precinct, Regional Grants Scheme and Community Chest Grants. The bulk of the funds were expended in 2014-15 with the balance to be spent in 2015-16.

Income

The 2014-15 Estimated Actual is $5.3 million which is an increase of $3.3 million compared to the 2014-15 Budget. This is due to new grant monies received for projects such as Creating Aged Care Friendly Communities ($2 million), Central Coast Agri-business Precinct ($0.3 million) and the Regional Grant Scheme ($1 million).

Statement of Cashflows

The closing cash balance for the 2015-16 Budget Estimate is $0.1 million, a decrease of $0.1 million (33%) from the 2014-15 Estimated Actual. This is due to the completion of the majority of projects which were funded by RfR.

INCOME STATEMENT [a]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
COST OF SERVICES							
Expenses							
Employee benefits [b]	1,876	1,453	1,859	1,703	1,396	1,514	1,537
Grants and subsidies [c]	957	-	2,974	706	-	-	-
Supplies and services	1,172	268	1,162	389	252	274	294
Accommodation	120	133	134	123	129	130	130
Depreciation and amortisation	62	66	51	51	60	48	38
Other expenses	291	265	274	208	214	225	230
TOTAL COST OF SERVICES	4,478	2,185	6,454	3,180	2,051	2,191	2,229
Income							
Grants and subsidies	324	-	-	-	-	-	-
Other revenue	84	43	43	25	25	25	25
Total Income	408	43	43	25	25	25	25
NET COST OF SERVICES	4,070	2,142	6,411	3,155	2,026	2,166	2,204
INCOME FROM STATE GOVERNMENT							
Service appropriations	215	219	219	224	228	228	228
Resources received free of charge	23	20	20	20	20	20	20
Royalties for Regions Fund:							
Regional Community Services Fund	768	-	3,303	1,058	-	-	-
Regional and State-wide Initiatives	1,735	1,768	1,768	1,820	1,889	1,946	1,995
TOTAL INCOME FROM STATE GOVERNMENT	2,741	2,007	5,310	3,122	2,137	2,194	2,243
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(1,329)	(135)	(1,101)	(33)	111	28	39

(a) Full audited financial statements are published in the agency's Annual Report.
(b) The Full Time Equivalents for 2013-14 Actual, 2014-15 Estimated Actual and 2015-16 Budget Estimate are 9, 17 and 11 respectively. In some cases the figures for 2013-14 and 2014-15 may differ from previously published figures due to changes in calculation methodology.
(c) Refer to the Details of Controlled Grants and Subsidies table below for further information.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Royalties for Regions							
Regional Grants Scheme	957	-	564	-	-	-	-
Community Service Funds	-	-	2,410	706	-	-	-
TOTAL	957	-	2,974	706	-	-	-

STATEMENT OF FINANCIAL POSITION [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CURRENT ASSETS							
Cash assets	73	2	32	128	13	27	54
Restricted cash	1,468	20	159	-	135	142	149
Holding account receivables	19	19	19	19	19	19	19
Receivables	66	-	-	-	-	-	-
Other	16	-	-	-	-	-	-
Total current assets	1,642	41	210	147	167	188	222
NON-CURRENT ASSETS							
Holding account receivables	80	80	80	80	80	80	80
Property, plant and equipment	7	49	9	16	21	24	25
Intangibles	-	6	8	8	5	6	2
Other	145	85	125	108	87	77	82
Total non-current assets	232	220	222	212	193	187	189
TOTAL ASSETS	1,874	261	432	359	360	375	411
CURRENT LIABILITIES							
Employee provisions	277	179	218	136	113	144	113
Payables	30	-	537	537	537	537	537
Other	813	-	39	39	39	39	39
Total current liabilities	1,120	179	794	712	689	720	689
NON-CURRENT LIABILITIES							
Employee provisions	119	106	104	146	59	15	43
Total non-current liabilities	119	106	104	146	59	15	43
TOTAL LIABILITIES	1,239	285	898	858	748	735	732
EQUITY							
Contributed equity	75	75	75	75	75	75	75
Accumulated surplus/(deficit)	560	(99)	(541)	(574)	(463)	(435)	(396)
Total equity	635	(24)	(466)	(499)	(388)	(360)	(321)
TOTAL LIABILITIES AND EQUITY	1,874	261	432	359	360	375	411

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

STATEMENT OF CASHFLOWS [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	215	219	219	224	228	228	228
Royalties for Regions Fund:							
Regional Community Services Fund	768	-	3,040	1,058	-	-	-
Regional and State-wide Initiatives	1,735	1,768	1,768	1,820	1,889	1,946	1,995
Net cash provided by State Government	2,718	1,987	5,027	3,102	2,117	2,174	2,223
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(1,834)	(1,508)	(1,988)	(1,742)	(1,512)	(1,534)	(1,540)
Grants and subsidies	(1,046)	-	(2,978)	(706)	-	-	-
Supplies and services	(948)	(212)	(1,162)	(389)	(252)	(274)	(269)
Accommodation	(120)	(116)	(103)	(116)	(121)	(121)	(130)
Other payments	(503)	(327)	(284)	(261)	(261)	(273)	(299)
Receipts							
Grants and subsidies	324	-	-	-	-	-	-
GST receipts	305	65	65	65	65	65	65
Other receipts	319	43	114	25	25	25	25
Net cash from operating activities	(3,503)	(2,055)	(6,336)	(3,124)	(2,056)	(2,112)	(2,148)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(7)	(41)	(41)	(41)	(41)	(41)	(41)
Proceeds from sale of non-current assets	1	-	-	-	-	-	-
Net cash from investing activities	(6)	(41)	(41)	(41)	(41)	(41)	(41)
NET INCREASE/(DECREASE) IN CASH HELD	(791)	(109)	(1,350)	(63)	20	21	34
Cash assets at the beginning of the reporting period	2,332	131	1,541	191	128	148	169
Cash assets at the end of the reporting period	1,541	22	191	128	148	169	203

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

Division 21 Lands

Part 4 Minister for Regional Development; Lands; Minister Assisting the Minister for State Development

Appropriations, Expenses and Cash Assets

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
DELIVERY OF SERVICES							
Item 25 Net amount appropriated to deliver services	27,168	31,518	42,607	**38,941**	39,654	27,695	28,114
Total appropriations provided to deliver services	27,168	31,518	42,607	**38,941**	39,654	27,695	28,114
CAPITAL							
Item 120 Capital Appropriation	450	1,427	279	**3,456**	2,588	-	-
TOTAL APPROPRIATIONS	27,618	32,945	42,886	**42,397**	42,242	27,695	28,114
EXPENSES							
Total Cost of Services [(a)]	166,218	42,506	58,129	**50,819**	49,330	36,855	36,537
Net Cost of Services [(b)]	159,406	37,174	55,076	**47,851**	46,362	33,887	33,569
CASH ASSETS [(c) (d)]	13,889	8,477	6,734	**15,959**	109,509	190,859	272,359

(a) Total Cost of Services in 2013-14 includes an impairment loss of $132.8 million that was recognised following the revaluation of land and buildings by the Western Australian Land Information Authority (Valuation Services).
(b) Represents Total Cost of Services (expenses) less retained revenues applied to the agency's services. Reconciliation to the 'Total appropriations provided to deliver services' includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
(c) As at 30 June each financial year.
(d) Cash Assets have increased by $267.8 million between 2015-16 and 2018-19, representing the notional receipt of cash from the sale of agency land holdings during the period.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2014-15 Budget to Parliament on 8 May 2014, are outlined below:

	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Contaminated Sites	292	719	46	46	46
Digitisation Project	-	639	655	671	688
Indian Ocean Territories Service Delivery Arrangements	29	-	-	-	-
Land and Asset Sales Divestment Fund	-	8,303	8,310	318	326
Long Service Leave Provision	515	528	541	555	570
Offer of Compensation to Thalanyji Native Title Holders	11,500	-	-	-	-
Redevelopment of the Claremont North East Precinct	1,500	-	-	-	-
Royalties for Regions					
Lands Staff Support Project	554	569	585	-	-
Rangelands Reform Program	200	400	-	-	-
Regional Workers Incentive Allowance Payments	13	4	4	4	4
Water for Food Program	951	858	571	566	-
Water for Food Program Part 2	153	178	228	113	-
South West Settlements	(4,695)	1,198	3,497	-	-
Workforce Renewal Policy	(39)	(304)	(610)	(937)	(1,287)

Significant Issues Impacting the Agency

- The Land Asset Management Unit was created in July 2014 to support a centrally coordinated and targeted approach to the divestment of the State's real property assets based on optimising their individual use. A target of $100 million per annum for both 2015-16 and 2016-17 was previously identified and included in the State's financial global targets as part of the Land Asset Sales Program (LASP). In a first for this State, from 2015-16 the Department will also be responsible for managing and reporting all new land sales of agencies, where the land is mostly freehold tenure. This Budget includes a 'notional value' of sales of $267.8 million across the forward estimates that will be the responsibility of the Department to monitor and report upon with the collaboration of all agencies and Government Trading Enterprises.

- The LASP process can be impacted by timing issues that stem from prevailing economic conditions at the time the properties enter the market. In addition, varying market conditions between metropolitan and regional areas can also impact sales as a result of different land uses.

- As part of the LASP, the Department will coordinate the de-constraining of all land identified prior to its sale. An amount of $8.3 million per annum has been provided over the next two financial years to deliver the outcome in collaboration with agencies across the sector.

- The townsite of Northampton is contaminated by historical lead tailings derived from a battery site 1 kilometre from town. This presents a serious human health risk, particularly to young children. The Department is leading a project to de-contaminate the site, with close support from other relevant agencies. Phase 1 of the project was endorsed in November 2012, and has now been completed. It included investigation into the distribution and extent of the tailings within the townsite, with 123 properties identified to contain contamination. The Department is now planning Phase 2 of the project which involves removal and safe disposal of the tailings.

- The Department is leading a State Government management response to the asbestos contamination risks posed by the Wittenoom Asbestos Management Area which covers 46,840 hectares of land. The area is contaminated with free crocidolite (blue asbestos) fibres, derived from mining tailings that have remained since the mine sites were closed in 1966. The main initiatives that the Department will be pursuing in 2015-16 include determining the preferred remediation approach for securing the source of tailings in the Wittenoom Gorge and engaging with the remaining residents of the Wittenoom townsite and the Traditional Owners of the area.

- Water for Food is a four year program that will accelerate water and land investigations and assessments across the State to create new irrigation precincts and expand opportunities in existing districts from the Kimberley to the Great Southern. The program is aimed at lifting productivity in agriculture, building export supply chains and encouraging capital investment in the agriculture sector. The potential for regional social benefits across the State is high and is of interest to Aboriginal stakeholder groups in the north. An amount of $2.5 million from 2015-16, has been provided to the Department to work in collaboration with the Department of Water in delivering the outcomes of this project.

- The provision of access to Crown land is a significant component of the South West Native Title Settlement package between the State of Western Australia and the South West Aboriginal Land and Sea Council to surrender Native Title over six registered Noongar claims in the South West region. An amount of $4.7 million has been provided to the Department over two years commencing 2015-16 to facilitate this process.

- The Department, on behalf of the State, is responsible for risk management of over 37% of the State that is unallocated Crown land or unmanaged reserves. The Department manages this through Memorandums of Understanding with the Department of Parks and Wildlife and with the Department of Emergency Services for Crown land within townsites. The Department has actively participated in the pilots of the State Government's proposed new Bushfire Risk Management Planning regime and sees this as an appropriate method of identifying bushfire risk. A 'strategic stocktake' of the full range of government activities and expenditure directed towards the management of bushfire risk throughout Western Australia has recently been requested by the Minister for Emergency Services, to be undertaken by the State Emergency Management Committee (SEMC). The Department will continue to liaise with SEMC to ensure the full picture of bushfire risk management on Crown land is included within the stocktake and that appropriate arrangements for the coordination and funding of on-ground mitigation activities on Crown lands are also considered.

- The Department is continuing the ongoing development of State land policy in relation to the interaction of mining, petroleum and geothermal interests and consent under section 16 (3) of the *Mining Act 1978*, with the extinguishment of Native Title for exclusive possession land tenure grants and the operation of section 24 MD (3) *Native Title (State Provisions) Act 1999*.

- The Department will be undertaking a project commencing in 2015-16 and continuing across the forward estimates to digitise 28,000 files (approximately 20% of all files), allowing land officers to retrieve information in a more efficient and timely manner. The project mitigates the current risk of having only paper based files, some dating back to 1833, being lost or damaged. A total of $5.2 million has been allocated to this initiative commencing in the 2015-16 financial year.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcome	Service
Stronger Focus on the Regions: Greater focus on service delivery, infrastructure investment and economic development to improve the overall quality of life in remote and regional areas.	State lands are administered to meet the State's economic, social and cultural objectives.	1. State Land Administration

The Department is currently revising its outcome, services and performance information. The revised structure will be included in the 2016-17 Budget Papers.

Service Summary

Expense	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
1. State Land Administration	166,218	42,506	58,129	50,819	49,330	36,855	36,537
Total Cost of Services	166,218	42,506	58,129	50,819	49,330	36,855	36,537

Outcomes and Key Effectiveness Indicators [(a)]

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
Outcome: State lands are administered to meet the State's economic, social and cultural objectives:					
Percentage of customers satisfied that the management and use of Crown land is supporting the State's economic, social and cultural objectives	83%	75%	75%	75%	

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

Services and Key Efficiency Indicators

1. State Land Administration

The Department administers and manages Crown land to support the needs of the community of Western Australia and to deliver primary land tenure for strategic infrastructure projects.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	166,218	42,506	58,129	50,819	1
Less Income	6,812	5,332	3,053	2,968	2
Net Cost of Service	159,406	37,174	55,076	47,851	
Employees (Full Time Equivalents)	166	182	181	203	
Efficiency Indicators					
Cost per Crown Land Action [(a)]	$6,302	$7,398	$8,169	$10,196	3

(a) The Cost per Crown Land Action has been restated for 2014-15 Budget to reflect a revised calculation methodology that excludes extraordinary grants and compensation costs.

Explanation of Significant Movements

(Notes)

1. Total Cost of Service in 2013-14 includes an impairment loss of $132.8 million that was recognised following the revaluation of land and buildings by the Western Australian Land Information Authority (Valuation Services).

   The increase of $15.6 million between 2014-15 Budget and 2014-15 Estimated Actual is predominantly related to an offer of compensation to Thalanyji Native Title Holders ($11.5 million), a carry-over of funding for the Anketell Port Indigenous Land Use Agreement ($4 million) and funding for the redevelopment of the Claremont North East Precinct ($1.5 million).

2. Income has reduced by $2.3 million between 2014-15 Budget and 2014-15 Estimated Actual as a result of a decline in pastoral lease rental receipts, as well as a decrease in proceeds from leased rental properties.

3. The increase in Cost per Crown Land Action between 2014-15 Estimated Actual and 2014-15 Budget is predominantly due to the increase in estimated Total Cost of Service during the year.

Asset Investment Program

The planned Asset Investment Program for 2015-16 is $3.5 million. Of this amount, $2.4 million is allocated to the Digitisation of State Land Records. This project involves transitioning the current paper-based Crown land records to an electronic format. It is anticipated that the transition will significantly improve the efficiency of responding to Crown Land Actions and will mitigate the risk of information loss or damage associated with the current paper-based records (some of which date back to 1833).

The implementation of a Workflow Management System will also continue, with $1 million set aside for the project in 2015-16. Once complete, the Workflow Management System will modernise and improve the integrity and efficiency of land tenure.

	Estimated Total Cost $'000	Estimated Expenditure to 30-6-15 $'000	2014-15 Estimated Expenditure $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
WORKS IN PROGRESS							
Shared Information and Communications Technology Framework	388	38	-	-	350	-	-
Workflow Management System	3,458	279	279	1,019	2,160	-	-
COMPLETED WORKS							
Asset Replacement - 2014-15 Program	14	14	14	-	-	-	-
NEW WORKS							
Asset Replacement							
2015-16 Program	14	-	-	14	-	-	-
2016-17 Program	14	-	-	-	14	-	-
Digitisation of State Land Records	2,515	-	-	2,437	78	-	-
Total Cost of Asset Investment Program	6,403	331	293	3,470	2,602	-	-
FUNDED BY							
Capital Appropriation			279	3,456	2,588	-	-
Drawdowns from the Holding Account			14	14	14	-	-
Total Funding			293	3,470	2,602	-	-

Financial Statements

Income Statement

Expenses

Total Cost of Services has increased by $15.6 million between 2014-15 Budget and 2014-15 Estimated Actual. This increase is predominantly related to an offer of compensation to Thalanyji Native Title Holders ($11.5 million), a carry-over of funding for the Anketell Port Indigenous Land Use Agreement ($4 million) and funding for the redevelopment of the Claremont North East Precinct ($1.5 million).

The 2015-16 Budget Estimate has increased by $8.3 million from the 2014-15 Budget, as a result of funding for a Divestment Fund to coordinate de-constraining of land identified prior to sale.

Income

2014-15 Estimated Actual income has reduced by $2.3 million from 2014-15 Budget as a result of a decline in pastoral lease rental receipts, as well as a decrease in proceeds from rental properties. This reduction has also carried through to 2015-16 and the forward estimates period.

Statement of Financial Position

Cash assets have significantly increased between 2015-16 Budget Estimate and 2018-19 Forward Estimate. This increase is attributable to the recognition of a $267.8 million notional cash provision, representing the net proceeds from the sale of agency land holdings between 2015-16 and 2018-19.

Total current assets have decreased by $6.9 million between 2014-15 Budget and 2014-15 Estimated Actual. This reduction is mainly related to the utilisation of internal cash balances to fund a payment for the Anketell Port Indigenous Land Use Agreement ($4.1 million) carried-over from 2013-14.

Statement of Cashflows

Service appropriations will increase for 2014-15 Estimated Actual by $10.6 million when compared to 2014-15 Budget. This increase largely reflects appropriation provided by the State Government for compensation to Thalanyji Native Title Holders, as well as additional appropriation to offset reductions in pastoral lease rent revenue.

Notional proceeds from the sale of agency land holdings are reflected in cash flows from investing activities, with a $267.8 million increase between 2015-16 Budget Estimate and 2018-19 Forward Estimate.

INCOME STATEMENT [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
COST OF SERVICES							
Expenses							
Employee benefits [(b)]	16,389	21,341	23,191	23,551	20,861	19,579	19,295
Grants and subsidies [(c)]	701	2,268	19,318	2,268	2,268	2,268	2,268
Supplies and services	10,507	12,692	9,398	19,342	20,127	8,878	8,608
Accommodation	1,324	2,305	2,305	2,192	2,537	2,549	2,549
Depreciation and amortisation [(d)]	132,967	14	14	14	14	14	14
Other expenses	4,330	3,886	3,903	3,452	3,523	3,567	3,803
TOTAL COST OF SERVICES	166,218	42,506	58,129	50,819	49,330	36,855	36,537
Income							
Regulatory fees and fines	581	146	146	90	90	90	90
Grants and subsidies	64	-	-	-	-	-	-
Other revenue	6,167	5,186	2,907	2,878	2,878	2,878	2,878
Total Income	6,812	5,332	3,053	2,968	2,968	2,968	2,968
NET COST OF SERVICES	159,406	37,174	55,076	47,851	46,362	33,887	33,569
INCOME FROM STATE GOVERNMENT							
Service appropriations	27,168	31,518	42,607	38,941	39,654	27,695	28,114
Resources received free of charge	5,230	5,061	5,061	5,188	5,318	5,451	5,451
Royalties for Regions Fund: Regional Community Services Fund	30	240	2,111	2,009	1,388	683	4
TOTAL INCOME FROM STATE GOVERNMENT	32,428	36,819	49,779	46,138	46,360	33,829	33,569
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(126,978)	(355)	(5,297)	(1,713)	(2)	(58)	-

(a) Full audited financial statements are published in the agency's Annual Report.
(b) The Full Time Equivalents for 2013-14 Actual, 2014-15 Estimated Actual and 2015-16 Budget Estimate are 166, 181 and 203 respectively. In some cases the figures for 2013-14 and 2014-15 may differ from previously published figures due to changes in calculation methodology.
(c) Refer to the Details of Controlled Grants and Subsidies table below for further information.
(d) The Department recognised an impairment loss of $132.8 million in 2013-14, following the revaluation of land and buildings by the Western Australian Land Information Authority (Valuation Services) during the year ended 30 June 2014.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Fire Risk Management Contribution	600	450	450	450	450	450	450
Anketell Port and Strategic Industrial Area - Compensation for Land Acquisition	101	1,818	5,868	1,818	1,818	1,818	1,818
Redevelopment of the Claremont North East Precinct	-	-	1,500	-	-	-	-
Offer of Compensation to Thalanyji Native Title Holders	-	-	11,500	-	-	-	-
TOTAL	701	2,268	19,318	2,268	2,268	2,268	2,268

STATEMENT OF FINANCIAL POSITION [a]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CURRENT ASSETS							
Cash assets [b]	8,001	2,697	2,922	12,814	106,364	187,714	269,214
Restricted cash	5,404	5,484	3,328	2,661	2,661	2,661	2,661
Holding account receivables	-	14	-	-	-	-	-
Receivables	1,403	6,511	1,403	1,403	1,403	1,403	1,403
Other	211	-	211	291	441	541	541
Total current assets	15,019	14,706	7,864	17,169	110,869	192,319	273,819
NON-CURRENT ASSETS							
Holding account receivables	1,449	1,435	1,889	2,342	2,808	3,302	3,797
Property, plant and equipment [c]	162,266	251,109	162,266	151,181	57,481	(24,033)	(105,533)
Intangibles	-	1,427	279	3,735	5,973	5,973	5,973
Restricted cash	484	296	484	484	484	484	484
Other	-	450	-	-	350	350	350
Total non-current assets	164,199	254,717	164,918	157,742	67,096	(13,924)	(94,929)
TOTAL ASSETS	179,218	269,423	172,782	174,911	177,965	178,395	178,890
CURRENT LIABILITIES							
Employee provisions	2,929	2,756	2,929	2,929	2,929	2,929	2,929
Payables	80	477	135	88	90	98	98
Other	867	555	667	647	647	647	647
Total current liabilities	3,876	3,788	3,731	3,664	3,666	3,674	3,674
NON-CURRENT LIABILITIES							
Employee provisions	617	577	1,057	1,510	1,976	2,456	2,951
Other	10	3	10	10	10	10	10
Total non-current liabilities	627	580	1,067	1,520	1,986	2,466	2,961
TOTAL LIABILITIES	4,503	4,368	4,798	5,184	5,652	6,140	6,635
EQUITY							
Contributed equity	301,693	100,853	300,259	303,715	306,303	306,303	306,303
Accumulated surplus/(deficit)	(126,978)	(2,811)	(132,275)	(133,988)	(133,990)	(134,048)	(134,048)
Reserves	-	167,013	-	-	-	-	-
Total equity	174,715	265,055	167,984	169,727	172,313	172,255	172,255
TOTAL LIABILITIES AND EQUITY	179,218	269,423	172,782	174,911	177,965	178,395	178,890

(a) Full audited financial statements are published in the agency's Annual Report.
(b) Cash assets have increased by $11.1 million in 2015-16, $93.7 million in 2016-17, $81.5 million in 2017-18 and $81.5 million in 2018-19 to represent the notional receipt of cash from the sale of agency land holdings in 2015-16 and the forward estimate years.
(c) Includes a notional reduction of $11.1 million in 2015-16, $93.7 million in 2016-17, $81.5 million in 2017-18 and $81.5 million in 2018-19 for the sale of LASP properties held by other agencies.

STATEMENT OF CASHFLOWS [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	27,154	31,504	42,153	38,474	39,174	27,201	27,619
Capital appropriation	450	1,427	279	3,456	2,588	-	-
Holding account drawdowns	14	14	14	14	14	-	-
Royalties for Regions Fund:							
Regional Community Services Fund	30	240	2,111	2,009	1,388	683	4
Receipts paid into Consolidated Account [(b)]	-	-	(1,713)	-	-	-	-
Net cash provided by State Government	27,648	33,185	42,844	43,953	43,164	27,884	27,623
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(15,613)	(21,341)	(22,751)	(23,097)	(20,267)	(18,971)	(18,800)
Grants and subsidies	(701)	(2,268)	(19,318)	(2,268)	(2,268)	(2,268)	(2,268)
Supplies and services	(5,685)	(7,777)	(4,483)	(14,301)	(14,957)	(3,575)	(3,157)
Accommodation	(1,322)	(2,223)	(2,223)	(2,192)	(2,537)	(2,549)	(2,549)
Other payments	(7,412)	(4,798)	(4,815)	(4,252)	(4,499)	(4,487)	(4,665)
Receipts [(c)]							
Regulatory fees and fines	603	146	146	90	90	90	90
Grants and subsidies	64	-	-	-	-	-	-
GST receipts	3,526	831	831	799	848	848	848
Other receipts	5,655	5,186	2,907	2,878	2,878	2,878	2,878
Net cash from operating activities	(20,885)	(32,244)	(49,706)	(42,343)	(40,712)	(28,034)	(27,623)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(52)	(1,441)	(293)	(3,470)	(2,602)	-	-
Proceeds from sale of non-current assets [(d)]	-	-	-	11,085	93,700	81,500	81,500
Net cash from investing activities	(52)	(1,441)	(293)	7,615	91,098	81,500	81,500
NET INCREASE/(DECREASE) IN CASH HELD	6,711	(500)	(7,155)	9,225	93,550	81,350	81,500
Cash assets at the beginning of the reporting period	-	8,977	13,889	6,734	15,959	109,509	190,859
Net cash transferred to/from other agencies	7,178	-	-	-	-	-	-
Cash assets at the end of the reporting period	13,889	8,477	6,734	15,959	109,509	190,859	272,359

(a) Full audited financial statements are published in the agency's Annual Report.
(b) Surplus cash balance for 2013-14 returned to the Consolidated Account in 2014-15.
(c) A determination by the Treasurer, pursuant to section 23 of the *Financial Management Act 2006*, provides for the retention of some cash receipts by the Department. Refer to the Net Appropriation Determination table below for further information. Other receipts are retained under the authority of other relevant Acts of Parliament.
(d) Notional proceeds from the sale of LASP properties held by other agencies in 2015-16 and the forward estimates period.

NET APPROPRIATION DETERMINATION [a]

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Regulatory Fees and Fines							
Regulatory Fees and Fines	603	146	146	90	90	90	90
Taxation							
GST Input Credits	2,800	362	362	330	379	379	379
GST Receipts on Sales	726	469	469	469	469	469	469
Other Receipts							
Other Receipts	713	22	51	22	22	22	22
Pastoral Leases	3,923	4,861	2,756	2,756	2,756	2,756	2,756
Proceeds from Rental Properties	1,083	303	100	100	100	100	100
TOTAL	9,848	6,163	3,884	3,767	3,816	3,816	3,816

(a) The moneys received and retained are to be applied to the Department's services as specified in the Budget Statements.

DETAILS OF ADMINISTERED TRANSACTIONS

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
INCOME							
Other							
Sale of Land	108,105	48,680	48,680	66,415	38,500	38,500	50,000
Other Revenue	20,330	18,158	18,158	15,360	15,361	15,361	15,361
TOTAL ADMINISTERED INCOME	128,435	66,838	66,838	81,775	53,861	53,861	65,361
EXPENSES							
Other							
Employee Expenses [a]	775	334	751	769	789	807	828
Other Expenses	85,914	3,048	3,631	6,123	6,200	6,163	2,642
Payments to the Consolidated Account	144,513	109,113	109,113	115,448	63,787	63,787	61,891
TOTAL ADMINISTERED EXPENSES	231,202	112,495	113,495	122,340	70,776	70,757	65,361

(a) Employee Expenses have been re-stated between 2014-15 Estimated Actual and 2018-19 Forward Estimate to more adequately reflect the cost of employees managing the Dampier to Bunbury Natural Gas Pipeline Corridor.

Agency Special Purpose Account Details

DAMPIER TO BUNBURY NATURAL GAS PIPELINE CORRIDOR SPECIAL PURPOSE ACCOUNT

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

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000
Opening Balance	25,190	24,677	26,610	28,153
Receipts:				
Other	1,768	4,100	4,356	1,556
	26,958	28,777	30,966	29,709
Payments	348	1,813	2,813	5,325
CLOSING BALANCE	26,610	26,964	28,153	24,384

Western Australian Land Authority

Part 4 Minister for Regional Development; Lands; Minister Assisting the Minister for State Development

Asset Investment Program

The Western Australian Land Authority (LandCorp) is the State Government's land and property development agency.

A key corporate objective for LandCorp is to realise the potential of land and infrastructure development for all Western Australians. This is achieved by delivering new and revitalised residential and economic centres throughout the State. Areas of responsibility include managing and facilitating strategic and complex land developments through delivery of priority State Government projects. A number of LandCorp projects of a significant value are delivered through partnering with the private sector to maximise social, economic and environmental outcomes.

The planned Asset Investment Program for 2015-16 of $358 million is targeted towards achieving project milestones (such as securing key approvals to enable future land releases, or actual land release to the market) to meet the needs of communities throughout Western Australia. Major programs include:

- $89.5 million will be invested in the Economic and Employment Lands program. This program provides land and infrastructure for strategic, special and general industries throughout the State. The provision of this land facilitates economic growth, business investment, sector diversification and employment. There are a number of significant projects within this program including: Western Trade Coast (comprising the Kwinana Industrial Area, the Australian Marine Complex, Latitude 32 and Rockingham Industry Zone), Meridian Park (Neerabup), Crossroad Industrial Estate (Forrestdale), Anketell (Karratha), Ashburton North (Onslow) and Boodarie (Port Hedland).
- $87.4 million will be invested in the Metropolitan program. This program creates land for commercial investment in activity centres, urban renewal and infill projects throughout Perth. The program also enables people to invest in new homes in master planned estates which combine town centres, business and residential land in one location. Significant projects in the program include: Cockburn Central, Cockburn Coast Redevelopment, Mandurah Junction, Alkimos City Centre, Mangles Bay, Claremont North East Redevelopment, Jolimont Redevelopment and Shenton Park Health Campus Redevelopment.
- $181.1 million will be invested through the Regional program. This program creates land to meet the needs of regional Western Australia and spans the residential, industrial and commercial property sectors of local communities. Significant projects include Pilbara Cities, Onslow, Kununurra, Broome, Collie, Bunbury and Albany. There is also targeted investment in a number of communities through the Regional Development Assistance program to meet the residential and industrial land needs of local economies encouraging growth and attracting private investment.

	Estimated Total Cost $'000	Estimated Expenditure to 30-6-15 $'000	2014-15 Estimated Expenditure $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
WORKS IN PROGRESS							
Development of Land							
Economic and Employment Land Program							
Industry and Infrastructure Acquisition and Development	1,163,932	909,700	69,903	89,521	48,455	70,903	45,353
Metropolitan Program							
Perth and Peel Land Acquisition and Development	1,465,848	870,917	145,333	87,373	129,396	171,578	206,584
Regional Program							
Regional Land Acquisition and Development [(a)]	1,826,969	1,356,701	137,711	181,094	139,607	113,166	36,401
Total Cost of Asset Investment Program	4,456,749	3,137,318	352,947	357,988	317,458	355,647	288,338
FUNDED BY							
Capital Appropriation			-	-	30,000	-	10,000
Asset Sales			7	-	-	-	-
Borrowings			176,069	116,166	25,624	10,124	53,061
Internal Funds and Balances			119,927	186,670	282,137	315,056	215,277
Other			(14,353)	(42,218)	(51,682)	(56,044)	-
Drawdowns from Royalties for Regions Fund [(b)] [(c)]			71,297	97,370	31,379	86,511	10,000
Total Funding			352,947	357,988	317,458	355,647	288,338

(a) Funded from the Royalties for Regions Fund.
(b) Regional Infrastructure and Headworks Fund.
(c) Country Local Government Fund.

Division 22 Western Australian Land Information Authority

Part 4 Minister for Regional Development; Lands; Minister Assisting the Minister for State Development

Appropriations, Expenses and Cash Assets

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
DELIVERY OF SERVICES							
Item 26 Net amount appropriated to deliver services	27,736	28,403	28,368	**29,216**	31,233	31,798	32,063
Amount Authorised by Other Statutes							
- Transfer of Land Act 1893	441	-	1,390	**-**	-	-	-
- Salaries and Allowances Act 1975	309	318	318	**328**	337	347	356
Total appropriations provided to deliver services	28,486	28,721	30,076	**29,544**	31,570	32,145	32,419
CAPITAL							
Capital Appropriation	2,339	220	220	**-**	-	-	-
TOTAL APPROPRIATIONS	30,825	28,941	30,296	**29,544**	31,570	32,145	32,419
EXPENSES							
Total Cost of Services	132,128	141,254	151,626	**157,153**	153,095	148,693	148,920
Net Cost of Services [(a)]	(10,983)	3,662	5,164	**12,838**	(8,630)	(16,613)	(31,169)
CASH ASSETS [(b)]	75,659	94,390	82,798	**68,158**	89,465	114,215	129,746

(a) Represents Total Cost of Services (expenses) less retained revenues applied to the agency's services. Reconciliation to the 'Total appropriations provided to deliver services' includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2014-15 Budget to Parliament on 8 May 2014, are outlined below:

	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
15% Procurement Savings	-	(709)	(842)	(937)	(938)
Strategic Development Plan (2015-16 to 2018-19)	2,917	1,516	(1,357)	(4,999)	(3,720)
Strata Titles Act 1985 Reform	1,271	927	1,040	950	-
Transfer of Land Act 1893 Claim for Compensation	1,390	-	-	-	-
Workforce Renewal Policy	(35)	(284)	(572)	(874)	(1,200)

Significant Issues Impacting the Agency

- The Western Australian Land Information Authority (Landgate) is delivering reforms to the *Strata Titles Act 1985* to help provide more flexible housing options which support the growth of the State. To date, scoping of the reform proposals, public consultation and an awareness campaign has been undertaken. Further work will be undertaken in 2015 on legislative reform and the drafting of the business requirements for subsequent changes to systems and processes. In addition to the legislative changes, extensive system, policy and business process changes will be required for Landgate, the Office of State Revenue and other agencies.

- Landgate will continue to support the implementation of a common e-conveyancing platform, PEXA (Property Exchange Australia), with Release 2 scheduled for mid-2015. This release will enable the broader conveyancing industry, including land registries, lawyers and conveyancers, to perform lodgement and registration of documents, as well as full financial settlement, online. Landgate will continue to play a leadership role in training industry to work with PEXA whilst supporting the uptake of the new system. The use of a common e-conveyancing platform will provide greater efficiency for the conveyancing industry by increasing automation, reducing the time spent preparing documents and removing the need to physically attend settlement.

- Landgate, in collaboration with the Western Australian Land Information System community, continues to lead the whole-of-government effort to leverage location information and facilitate more timely and cost effective planning and decision-making. The new Shared Location Information Platform (SLIP) which underpins delivery of the Location Information Strategy has increased access to and use of location information across the State.

- Landgate has made significant progress on the reform of its costing and pricing framework, which was a key recommendation of the 2012 review of the *Land Information Authority Act 2006.* Pricing reform is consistent with the Government's Fiscal Action Plan, as Landgate aims to achieve a sustainable economic footing and deliver a positive financial return for the State. This reform will enable Landgate to utilise any savings made through business efficiencies to improve public policy benefits for Western Australia and provide a greater return to Government. Implementation of pricing reform will occur in 2015-16 subject to the proclamation of the enabling Bills.

- Landgate's business improvement program 'Transform' will continue the implementation of activities which will ensure Landgate delivers increasing value to its customers and government. Program planning, scope and project governance has been established and significant progress has been made in the transition to a new information technology (IT) environment, beginning with the development of a new registration system. The new registration system will support e-conveyancing and deliver an efficient, effective, flexible and secure solution that supports Landgate's future growth. Transition of Landgate's workforce to new roles and structures has also begun, which will continue to realise efficiencies and build the capability of Landgate's future workforce.

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcomes	Services
Social and Environmental Responsibility: Ensuring that economic activity is managed in a socially and environmentally responsible manner for the long-term benefit of the State.	The State's administrative, commercial and social systems are supported by a land information base and certainty of ownership and other interests in land.	1. Land Information
	Independent valuations support government's collection of rates and taxes and management of property assets.	2. Valuations
	Coordinated capture and access to the State's location information.	3. Access to Government Location Information

Service Summary

Expense	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
1. Land Information	98,483	107,992	117,145	120,355	115,263	110,724	110,275
2. Valuations	24,710	25,967	26,661	27,681	28,600	29,003	29,665
3. Access to Government Location Information	8,935	7,295	7,820	9,117	9,232	8,966	8,980
Total Cost of Services	132,128	141,254	151,626	157,153	153,095	148,693	148,920

Outcomes and Key Effectiveness Indicators [(a)]

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
Outcome: The State's administrative, commercial and social systems are supported by a land information base and certainty of ownership and other interests in land:					
The extent to which the currency and relevance of the Land Information Databases meet the needs of the Western Australian community	94%	100%	100%	100%	
Claims against registered interests as a result of fraud, negligence or errors, settled by the Crown	2	nil	1	nil	
Outcome: Independent valuations support government's collection of rates and taxes and management of property assets:					
International standards for accuracy and uniformity of rating and taxing values are met:					
Median Ratio Test:					
Gross Rental Value	92.7%	>92.5%	>92.5%	>92.5%	
Unimproved Value	92.43%	>92.5%	>92.5%	>92.5%	
Coefficient of Dispersion:					
Gross Rental Value	4.49%	<7%	<7%	<7%	
Unimproved Value	3.36%	<15%	<15%	<15%	
Adjustments of rating and taxing values as a result of objections and appeals as a percentage of total values in force	0.01%	<0.2%	<0.2%	<0.2%	
Outcome: Coordinated capture and access to the State's location information:					
Overall satisfaction with the capture of, access to and useability of Government Location Information	66%	80%	70%	70%	
Strategic Capture:					
Percentage increase in the number of requests submitted by agencies (manually and online) requesting data capture through the Capture WA Program	6%	5%	5%	3%	
Enhanced Access:					
Percentage increase in the total volume of data delivered (pages viewed) through Shared Location Information Platform (SLIP) [(b)]	n/a	n/a	n/a	100%	1
Percentage increase in the number of datasets available through SLIP	19%	5%	5%	5%	

(a) Further detail in support of the key effectiveness indicators is provided in the agency's Annual Report.
(b) With the implementation of a revised Outcome Based Management measurement methodology, there is no comparative information available for the 2013-14 Actual, 2014-15 Budget or the 2014-15 Estimated Actual.

Explanation of Significant Movements

(Notes)

1. As a result of the implementation of a revised Outcome Based Management measurement methodology for the percentage increase in the total volume of data delivered through SLIP from gigabytes to pages viewed, no comparative information is available for the 2013-14 Actual however, the 2014-15 Estimated Actual would be 5% for gigabytes of data, similar to that of the 2014-15 Budget as published in last years' Budget Papers. The 2015-16 Budget Target forms the base year for the new measurement methodology and hence is reported as 100% for this key effectiveness indicator.

Services and Key Efficiency Indicators

1. Land Information

Information about land ownership, land boundaries and geographic features is collected, recorded and made available for use by government, business and the community.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	98,483	107,992	117,145	120,355	
Less Income	120,287	124,412	133,282	127,535	
Net Cost of Service	(21,804)	(16,420)	(16,137)	(7,180)	
Employees (Full Time Equivalents)	528	555	527	477	1
Efficiency Indicators					
Average Cost per Land Registration Action	$30.05	$31.38	$34.54	$36.57	
Average Cost per Land Information Action	$19.25	$18.65	$23.43	$24.08	

Explanation of Significant Movements

(Notes)

1. The reduction in Full Time Equivalents from 2014-15 to the 2015-16 Budget Target results from the internal reform program 'Transform'.

2. Valuations

An impartial valuation and property consultancy service.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	24,710	25,967	26,661	27,681	
Less Income	21,643	13,180	13,180	16,780	1
Net Cost of Service	3,067	12,787	13,481	10,901	
Employees (Full Time Equivalents)	225	222	222	220	
Efficiency Indicators					
Average Cost per Valuation	$13.55	$19.05	$19.43	$16.85	1

Explanation of Significant Movements

(Notes)

1. The nature of the Gross Rental Value General Metropolitan Triennial Program (Metropolitan Revaluation Program) causes fluctuations in income and the Average Cost per Valuation. The previous triennial program was finalised in 2013-14.

3. Access to Government Location Information

Effective access to land and location information can be demonstrated by improved data capture, access and useability of location information.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	8,935	7,295	7,820	9,117	
Less Income	1,181	-	-	-	
Net Cost of Service	7,754	7,295	7,820	9,117	
Employees (Full Time Equivalents)	26	26	26	17	1
Efficiency Indicators					
Average Cost of Coordinating the Capture WA Program per Request for Capture	$10,644	$10,041	$10,761	$11,943	
Average Cost per Pages Viewed of Information Delivered through SLIP [(a)]	$0.83	$0.70	$0.75	$0.83	

(a) With the implementation of a revised Outcome Based Management measurement methodology, the 2013-14 Actual and 2014-15 Budget results have been recast for comparative purposes.

Explanation of Significant Movements

(Notes)

1. The reduction in Full Time Equivalents from 2014-15 to the 2015-16 Budget Target results from the completion of the Strategic Enabler initiative of the Location Information Strategy in 2014-15.

Asset Investment Program

In 2015-16, the Asset Investment Program (AIP) will total $20.3 million. This investment not only supports reform initiatives such as e-conveyancing, reform to the *Strata Titles Act 1985* and the internal Transform program but will ensure that services are increasingly delivered in an online environment where the sharing and integration of location information across agencies and industry continues to be developed. This investment in the AIP will provide improved access to the State's land information and related services on a fair basis which will ultimately benefit Government, industry and the community in Western Australia.

	Estimated Total Cost $'000	Estimated Expenditure to 30-6-15 $'000	2014-15 Estimated Expenditure $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
COMPLETED WORKS							
Asset Replacement - 2014-15 Program	3,966	3,966	3,966	-	-	-	-
Business Reform Initiatives - 2014-15 Program	7,502	7,502	7,502	-	-	-	-
Location Information Strategy - 2014-15 Program [(a)]	3,939	3,939	3,939	-	-	-	-
Location Infrastructure - 2014-15 Program	4,839	4,839	4,839	-	-	-	-
Products and Services - 2014-15 Program	753	753	753	-	-	-	-
NEW WORKS							
Asset Replacement							
2015-16 Program	4,254	-	-	4,254	-	-	-
2016-17 Program	3,511	-	-	-	3,511	-	-
2017-18 Program	2,996	-	-	-	-	2,996	-
2018-19 Program	2,750	-	-	-	-	-	2,750
Business Reform Initiatives							
2015-16 Program	11,862	-	-	11,862	-	-	-
2016-17 Program	11,757	-	-	-	11,757	-	-
2017-18 Program	11,518	-	-	-	-	11,518	-
2018-19 Program	9,990	-	-	-	-	-	9,990
Location Infrastructure							
2015-16 Program	2,853	-	-	2,853	-	-	-
2016-17 Program	1,400	-	-	-	1,400	-	-
2017-18 Program	1,219	-	-	-	-	1,219	-
2018-19 Program	3,132	-	-	-	-	-	3,132
Products and Services							
2015-16 Program	1,326	-	-	1,326	-	-	-
2016-17 Program	1,315	-	-	-	1,315	-	-
2017-18 Program	1,332	-	-	-	-	1,332	-
2018-19 Program	897	-	-	-	-	-	897
Total Cost of Asset Investment Program	93,111	20,999	20,999	20,295	17,983	17,065	16,769
FUNDED BY							
Capital Appropriation			220	-	-	-	-
Drawdowns from the Holding Account			4,386	4,072	5,705	6,540	6,593
Internal Funds and Balances			13,991	16,223	12,278	10,525	10,176
Drawdowns from Royalties for Regions Fund [(b)]			2,402	-	-	-	-
Total Funding			20,999	20,295	17,983	17,065	16,769

(a) Part funded from the Royalties for Regions Fund.
(b) Regional Infrastructure and Headworks Fund.

Financial Statements

Income Statement

Expenses

The Income Statement shows a 3.6% estimated increase in the Total Cost of Services for the 2015-16 Budget Estimate compared to the 2014-15 Estimated Actual. This has resulted mainly from the expected increase in salary and IT system costs, as a consequence of instigating the agency's reform initiatives that are designed to deliver ongoing future savings and service benefits over the forward estimates period.

Income

Total income in the 2015-16 Budget Estimate of $144.3 million is expected to be lower than the 2014-15 Estimated Actual mainly due to a one-off $9.6 million gain on the revaluation of an investment recognised in 2014-15 as other revenue. This has been partially offset in 2015-16 by an expected increase in customer revenue from Land Titles Management and Valuation Services.

Statement of Financial Position

Landgate's total equity is expected to increase by $10.5 million (5.1%) from the 2014-15 Estimated Actual to the 2015-16 Budget Estimate. This reflects an increase in total assets of $2.9 million (1.1%) and a decrease in total liabilities of $7.6 million (-13%).

The expected increase in assets results mainly from higher levels of accrued revenue and debtors which are specifically related to the cyclical nature of the Metropolitan Revaluation Program together with an increase in assets acquired under the AIP.

The decrease in liabilities results from the ongoing repayment of the liability associated with the Midland building finance lease and a decline in the tax liability due to the lower operating surplus expected in 2015-16.

Statement of Cashflows

The 2015-16 Budget Estimate closing cash assets balance of $68.2 million represents a decrease of $14.6 million in comparison to the 2014-15 Estimated Actual. This results from:

- lower cash revenue from services as a result of the triennial Metropolitan Revaluation Program;
- higher supplies and services costs, specifically the recurrent costs associated with the planned replacement of major IT systems; and
- higher employee benefits costs as a result of the Transform program.

INCOME STATEMENT [a]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
COST OF SERVICES							
Expenses							
Employee benefits [b]	75,288	81,140	82,370	84,562	79,891	74,018	73,184
Grants and subsidies [c]	13	63	14	127	16	17	18
Supplies and services	31,746	30,453	33,807	40,741	40,707	41,428	40,899
Accommodation	4,526	5,287	5,287	5,300	4,563	3,954	4,152
Depreciation and amortisation	9,374	13,333	13,333	14,221	16,297	17,638	19,396
Other expenses	11,181	10,978	16,815	12,202	11,621	11,638	11,271
TOTAL COST OF SERVICES	132,128	141,254	151,626	157,153	153,095	148,693	148,920
Income							
Sale of goods and services	138,355	132,867	131,825	138,882	151,164	147,976	157,631
Grants and subsidies	21	-	-	-	-	-	-
Other revenue	4,735	4,725	14,637	5,433	10,561	17,330	22,458
Total Income	143,111	137,592	146,462	144,315	161,725	165,306	180,089
NET COST OF SERVICES	(10,983)	3,662	5,164	12,838	(8,630)	(16,613)	(31,169)
INCOME FROM STATE GOVERNMENT							
Service appropriations	28,486	28,721	30,076	29,544	31,570	32,145	32,419
Resources received free of charge	611	665	665	680	700	720	740
Royalties for Regions Fund:							
Regional Community Services Fund	534	179	116	112	-	-	-
TOTAL INCOME FROM STATE GOVERNMENT	29,631	29,565	30,857	30,336	32,270	32,865	33,159
SURPLUS/(DEFICIENCY) FOR THE PERIOD	40,614	25,903	25,693	17,498	40,900	49,478	64,328
Income tax benefit/(expense)	(12,632)	(7,592)	(7,708)	(5,249)	(12,270)	(14,843)	(19,299)
CHANGE IN SURPLUS/(DEFICIENCY) FOR THE PERIOD AFTER INCOME TAX EQUIVALENTS	27,982	18,311	17,985	12,249	28,630	34,635	45,029

(a) Full audited financial statements are published in the agency's Annual Report.
(b) The Full Time Equivalents for 2013-14 Actual, 2014-15 Estimated Actual and 2015-16 Budget Estimate are 779, 775 and 714 respectively. In some cases the figures for 2013-14 and 2014-15 may differ from previously published figures due to changes in calculation methodology.
(c) Refer to the Details of Controlled Grants and Subsidies table below for further information.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Location Information Strategy - Regional and Urban Scenario Planning Initiative [a]	-	63	-	112	-	-	-
Other Grants and Subsidies [b]	13	-	14	15	16	17	18
TOTAL	13	63	14	127	16	17	18

(a) This amount represents the amount received from the Department of Regional Development and controlled by Landgate for the Location Information Strategy and transferred to other agencies to fund the Regional and Urban Scenario Planning initiative.
(b) This amount represents a grant paid by Landgate to the Land Surveyors Licensing Board. The Board is not subject to the operational control of Landgate and reports to Parliament separately.

STATEMENT OF FINANCIAL POSITION [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CURRENT ASSETS							
Cash assets	71,949	91,737	79,967	68,138	89,174	113,672	128,950
Restricted cash	1,185	18	20	20	20	20	20
Holding account receivables	4,386	4,110	4,072	5,705	6,540	6,593	6,545
Receivables	23,697	10,822	10,822	12,939	23,011	11,317	13,387
Other	5,467	3,569	3,490	13,076	3,600	3,658	14,190
Total current assets	106,684	110,256	98,371	99,878	122,345	135,260	163,092
NON-CURRENT ASSETS							
Holding account receivables	22,212	22,924	22,962	22,534	21,914	21,657	21,993
Property, plant and equipment	57,832	62,741	59,636	60,673	62,306	63,242	64,232
Intangibles	23,568	25,190	30,760	36,375	38,852	39,911	39,573
Restricted cash	2,525	2,635	2,811	-	271	523	776
Other	43,883	48,168	50,324	48,285	50,943	61,156	67,171
Total non-current assets	150,020	161,658	166,493	167,867	174,286	186,489	193,745
TOTAL ASSETS	256,704	271,914	264,864	267,745	296,631	321,749	356,837
CURRENT LIABILITIES							
Employee provisions	14,618	13,225	12,644	11,271	9,626	9,626	9,626
Payables	6,118	10,749	10,059	9,298	15,198	16,372	19,631
Other	13,986	14,557	11,532	9,432	9,915	10,240	10,595
Total current liabilities	34,722	38,531	34,235	30,001	34,739	36,238	39,852
NON-CURRENT LIABILITIES							
Employee provisions	3,146	3,893	3,893	3,893	3,893	3,893	3,893
Borrowings	23,503	19,590	20,351	16,926	13,205	9,163	4,771
Other	180	214	185	189	193	198	1,703
Total non-current liabilities	26,829	23,697	24,429	21,008	17,291	13,254	10,367
TOTAL LIABILITIES	61,551	62,228	58,664	51,009	52,030	49,492	50,219
EQUITY							
Contributed equity	84,511	82,648	81,537	77,041	73,366	63,345	49,491
Accumulated surplus/(deficit)	82,355	93,613	100,340	112,589	141,219	175,854	220,883
Reserves	28,287	33,425	24,323	27,106	30,016	33,058	36,244
Total equity	195,153	209,686	206,200	216,736	244,601	272,257	306,618
TOTAL LIABILITIES AND EQUITY	256,704	271,914	264,864	267,745	296,631	321,749	356,837

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

STATEMENT OF CASHFLOWS [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	24,212	23,899	25,254	24,267	25,650	25,809	25,538
Capital appropriation	2,339	220	220	-	-	-	-
Holding account drawdowns	5,987	4,386	4,386	4,072	5,705	6,540	6,593
Royalties for Regions Fund:							
Regional Community Services Fund	2,038	3,837	3,224	1,954	514	-	-
Tax equivalent regime	(17,684)	(8,442)	(5,667)	(6,385)	(5,532)	(11,338)	(12,416)
Dividend to Government	(3,956)	(4,086)	(5,596)	(4,496)	(3,675)	(10,021)	(13,854)
Net cash provided by State Government	12,936	19,814	21,821	19,412	22,662	10,990	5,861
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(75,677)	(80,809)	(83,171)	(88,304)	(81,345)	(74,009)	(73,174)
Grants and subsidies	(13)	(63)	(14)	(127)	(16)	(17)	(18)
Supplies and services	(30,641)	(30,160)	(33,605)	(40,538)	(40,498)	(41,216)	(40,680)
Accommodation	(4,881)	(5,287)	(5,287)	(5,300)	(4,563)	(3,954)	(4,152)
Other payments	(19,360)	(16,068)	(17,978)	(17,855)	(17,847)	(17,790)	(17,310)
Receipts							
Grants and subsidies	21	-	-	-	-	-	-
Sale of goods and services	130,742	138,826	144,461	130,816	150,623	155,593	149,164
GST receipts	5,463	5,580	6,841	7,112	6,756	6,698	6,601
Other receipts	4,064	4,725	5,052	5,433	7,457	9,241	10,050
Net cash from operating activities	9,718	16,744	16,299	(8,763)	20,567	34,546	30,481
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(12,322)	(15,214)	(20,999)	(20,295)	(17,983)	(17,065)	(16,769)
Other payments	-	-	(6,374)	-	-	-	-
Proceeds from sale of non-current assets	12	-	-	-	-	-	-
Other receipts	1	-	-	-	-	-	-
Net cash from investing activities	(12,309)	(15,214)	(27,373)	(20,295)	(17,983)	(17,065)	(16,769)
CASHFLOWS FROM FINANCING ACTIVITIES							
Other payments	(2,671)	(2,902)	(2,902)	(3,152)	(3,425)	(3,721)	(4,042)
Net cash from financing activities	(2,671)	(2,902)	(2,902)	(3,152)	(3,425)	(3,721)	(4,042)
NET INCREASE/(DECREASE) IN CASH HELD	7,674	18,442	7,845	(12,798)	21,821	24,750	15,531
Cash assets at the beginning of the reporting period	67,985	78,020	75,659	82,798	68,158	89,465	114,215
Net cash transferred to/from other agencies [(b)]	-	(2,072)	(706)	(1,842)	(514)	-	-
Cash assets at the end of the reporting period	75,659	94,390	82,798	68,158	89,465	114,215	129,746

(a) Full audited financial statements are published in the agency's Annual Report.
(b) This represents Royalties for Regions funding received from the Department of Regional Development by Landgate and transferred to other lead agencies for the Regional and Urban Scenario Planning initiative of the Location Information Strategy.

Part 5
Minister for Education; Aboriginal Affairs; Electoral Affairs

Summary of Portfolio Appropriations

Page	Agency	2014-15 Budget $'000	2014-15 Estimated Actual '000	2015-16 Budget Estimate '000
257	Education			
	– Delivery of Services	3,802,732	3,664,887	3,936,809
	– Capital Appropriation	330,858	306,376	196,630
	Total	4,133,590	3,971,263	4,133,439
271	Education Services			
	– Delivery of Services	19,875	9,106	22,381
	– Administered Grants, Subsidies and Other Transfer Payments	424,689	424,779	439,446
	Total	444,564	433,885	461,827
281	School Curriculum and Standards Authority			
	– Delivery of Services	34,245	31,352	35,294
	Total	34,245	31,352	35,294
290	Country High School Hostels Authority			
	– Delivery of Services	5,900	5,876	5,844
	– Capital Appropriation	967	967	958
	Total	6,867	6,843	6,802
297	Aboriginal Affairs			
	– Delivery of Services	33,049	32,871	31,745
	– Capital Appropriation	198	198	150
	Total	33,247	33,069	31,895
307	Western Australian Electoral Commission			
	– Delivery of Services	7,687	8,467	8,478
	Total	7,687	8,467	8,478
	GRAND TOTAL			
	– Delivery of Services	3,903,488	3,752,559	4,040,551
	– Administered Grants, Subsidies and Other Transfer Payments	424,689	424,779	439,446
	– Capital Appropriation	332,023	307,541	197,738
	Total	**4,660,200**	**4,484,879**	**4,677,735**

Division 23 Education

Part 5 Minister for Education; Aboriginal Affairs; Electoral Affairs

Appropriations, Expenses and Cash Assets

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
DELIVERY OF SERVICES							
Item 27 Net amount appropriated to deliver services	3,613,213	3,801,586	3,663,741	**3,935,635**	4,020,929	4,217,970	4,417,189
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	1,119	1,146	1,146	**1,174**	1,203	1,203	1,203
Total appropriations provided to deliver services	3,614,332	3,802,732	3,664,887	**3,936,809**	4,022,132	4,219,173	4,418,392
CAPITAL							
Item 121 Capital Appropriation	334,728	330,858	306,376	**196,630**	224,007	175,184	172,188
TOTAL APPROPRIATIONS	3,949,060	4,133,590	3,971,263	**4,133,439**	4,246,139	4,394,357	4,590,580
EXPENSES							
Total Cost of Services	4,313,406	4,575,585	4,503,574	**4,797,928**	4,865,859	5,095,175	5,298,804
Net Cost of Services [(a) (b)]	3,513,318	3,797,557	3,685,054	**3,961,681**	4,019,663	4,210,283	4,406,285
CASH ASSETS [(c)]	764,286	574,993	641,703	**473,564**	462,589	469,254	475,074

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

(b) The format of the Budget Papers has been changed to no longer exclude Commonwealth grants received for capital purchases from the Net Cost of Services following implementation of Australian Accounting Standard Board (AASB) 1055.

(c) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2014-15 Budget to Parliament on 8 May 2014, are outlined below:

	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
1% General Government Efficiency Dividend	(1,500)	(2,100)	(2,200)	(2,300)	(2,400)
15% Procurement Savings	-	(8,417)	(8,627)	(8,843)	(9,236)
2015-16 Tariffs, Fees and Charges	-	2,483	4,847	4,847	4,847
Additional Public School Chaplains	900	4,325	2,525	-	-
Commonwealth Improving Teacher Quality Payment to Non-Government Schools Sector	5,537	-	-	-	-
Commonwealth National School Chaplaincy Program	3,815	7,630	7,630	7,630	-
Commonwealth New and Revised Specific Programs	2,324	2,370	2,127	1,676	1,382
Commonwealth One Year Extension to Universal Access Plan	12,900	31,200	-	-	-
Commonwealth Revision to Indian Ocean Territory Funding	(1,424)	(1,228)	(1,249)	(1,278)	(982)
Commonwealth Revision to Students First Funding	(14,208)	(31,422)	(53,382)	(14,994)	-
Commonwealth Universal Access Movement of Funds from Recurrent to Capital	(2,000)	-	-	-	-
Depreciation	-	-	-	334	1,783
High Priority, Safety and Preventative Maintenance in Schools	-	15,666	-	-	-
ICT Savings and Reform	(5,173)	(10,605)	(10,870)	(11,142)	-
Leave Liability Review	(55,293)	(315)	(10,049)	14,713	38,702
Leave Liability Transfer to the Department of Training and Workforce Development	(258)	-	-	-	-
Non-Government Human Services Sector Indexation Adjustment	(109)	-	-	-	-
Reduction to Government Officer Accommodation in Karratha	-	-	(59)	(51)	(52)
Revision to Road Trauma Funding	-	(118)	-	-	-

	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Revision to Student Enrolment Growth Funding	(11,000)	(22,000)	(22,000)	(22,000)	(22,000)
Revision to Superannuation Guarantee Rate	-	(12,267)	(23,815)	(23,815)	(23,815)
Revitalised Specialist Schooling for Armadale and Cecil Andrews Senior High Schools	-	150	300	300	150
Royalties for Regions District Allowance	(539)	(300)	(308)	(316)	3,574
Student Information System Movement of Funds from Recurrent to Capital	(1,041)	(3,119)	(10,216)	(2,489)	(5,438)
Suicide Prevention Funds for Five Year Strategy Received from Mental Health Commission	-	337	345	354	363
Workforce Renewal Policy	(2,954)	(24,322)	(50,088)	(77,213)	(105,722)

Significant Issues Impacting the Agency

Significant reform of public school education in Western Australia, aimed at delivering better outcomes for students, has been instituted in recent years. Funding, staffing and structural changes focus on reducing centralised management of schools and placing in the hands of principals and their staff a range of critical levers for school improvement and increased student success and achievement.

Student Success and Achievement

- The wellbeing, resilience, emotional regulation and behaviour of children and young people continue to be challenging issues in the community that have an impact in schools. Changes are being made to a number of structures and services to better support and engage students, including behaviour centres and chaplaincy services.
- Despite enormous goodwill, effort and investment over many years, outcomes for Aboriginal students remain disproportionately and unacceptably low. A new national strategy is being developed with a focus on those matters requiring multi-jurisdictional collaboration, and a State plan to 2019 is also under development. Priorities for 2015 include classroom practices; partnerships to engage families in the education of their children; and local school targets for improvement.
- Young children's development and learning set the foundations for future success at school and beyond. Early support and services continue through Child and Parent Centres, increased Kindergarten hours, compulsory Pre-primary, on-entry assessment and a focus on explicit instruction of literacy and numeracy. Programs for three year old Aboriginal children will be trialled to specifically support readiness for school and progress continues towards implementation of the National Quality Standard.
- Year 7 students moved to secondary schools for the first time in 2015 to provide them with access to the specialist teaching and facilities best suited for the Australian Curriculum. The importance of transition from primary to secondary school was highlighted and a renewed emphasis in this area will continue so student learning progresses smoothly.
- Ensuring senior secondary students leave school with academic results and/or training qualifications that set them up for the future is embodied in changes to senior secondary schooling that came into effect in 2015. The Department's focus is on increasing both the proportion of students that achieve university entrance and the proportion of students achieving a Certificate II or higher.
- With Education Ministers agreeing in-principle for the National Assessment in Literacy and Numeracy Program to go online by 2019, work has begun to help inform the implementation approach across public schools and the timeline for implementation. The rationale for moving online is to ensure that diagnostic information from student results is quickly available to teachers, thus benefiting teaching, planning and intervention for students.

Funding, Staffing and Structural Reforms

- In 2015, about 70% of teachers and students are teaching and learning in Independent Public Schools. This, along with many flexibilities initially accorded to Independent Public Schools now being available to all schools, has changed the broader landscape of public education policy. Strong governance and accountability mechanisms are being developed and revised to support local level decision making.
- In 2015 schools are funded for the first time through a new student centred funding model that is driven by the learning needs of students. A comprehensive training program is informing and skilling school leaders and business managers to operate and manage their budgets. Advice and services are also provided by experienced principals to support their colleagues.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcome	Services
Results-Based Service Delivery: Greater focus on achieving results in key service delivery areas for the benefit of all Western Australians.	A public school system which provides access to a quality education throughout Western Australia.	1. Primary Education 2. Secondary Education

Service Summary

Expense	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
1. Primary Education	2,771,358	2,783,417	2,763,439	2,829,861	2,866,985	3,005,699	3,120,160
2. Secondary Education	1,542,048	1,792,168	1,740,135	1,968,067	1,998,874	2,089,476	2,178,644
Total Cost of Services	4,313,406	4,575,585	4,503,574	4,797,928	4,865,859	5,095,175	5,298,804

Outcomes and Key Effectiveness Indicators [(a)]

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
Outcome: A public school system which provides access to a quality education throughout Western Australia:					
Participation rate (proportion of persons aged 15 to 17 years in some form of education)	91.7%	91%	91%	92%	
Secondary graduation rate (proportion of Year 8 cohort achieving Secondary graduation in Year 12)	70.5%	71%	80.5%	81%	
Apparent retention rate (proportion of Year 8 cohort studying in Year 12)	79.3%	80%	90.3%	91%	
Literacy and numeracy performance in national tests at Years 3, 5, 7 and 9:					
Year 3 students achieving national minimum standards:					
Reading	93.1%	94%	90.3%	94%	
Writing	93.4%	94%	92.1%	94%	
Numeracy	94.5%	95%	92.8%	95%	
Year 5 students achieving national minimum standards:					
Reading	95%	95%	89.1%	95%	
Writing	88.9%	90%	87.5%	89%	
Numeracy	91.2%	92%	90.4%	92%	
Year 7 students achieving national minimum standards:					
Reading	91.4%	92%	92.8%	93%	
Writing	86.8%	89%	86%	87%	
Numeracy	93.4%	94%	93.7%	94%	
Year 9 students achieving national minimum standards:					
Reading	89.7%	90%	89.8%	90%	
Writing	77.1%	78%	80.2%	81%	
Numeracy	87.2%	90%	92.4%	93%	

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

Services and Key Efficiency Indicators

1. Primary Education

Up to and including 2014, this service provided access to education in public schools for persons aged generally from four years and six months to 12 years and six months. From 2015, the Primary Education service provides access to education in public schools for persons aged generally from four years and six months to 11 years and six months.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service [(a)]	2,771,358	2,783,417	2,763,439	2,829,861	
Less Income [(b)]	494,042	460,355	488,109	471,265	
Net Cost of Service	2,277,316	2,323,062	2,275,330	2,358,596	
Employees (Full Time Equivalents)	23,719	23,153	22,619	22,430	
Efficiency Indicators					
Cost per Student Full Time Equivalents	$14,465	$14,833	$14,775	$15,496	

(a) Government has approved the relocation of Year 7 students from primary to secondary schools from 2015.
(b) Income data has been recast due to a change in the format of the Budget Papers following implementation of AASB 1055. This item has been adjusted to include Commonwealth Grants for capital purposes.

2. Secondary Education

Up to and including 2014, this service provided access to education in public schools for persons aged generally from 12 years and six months. From 2015, the Secondary Education service provides access to education in public schools for persons aged generally from 11 years and six months.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service [(a)]	1,542,048	1,792,168	1,740,135	1,968,067	
Less Income [(b)]	306,046	317,673	330,411	364,982	
Net Cost of Service	1,236,002	1,474,495	1,409,724	1,603,085	
Employees (Full Time Equivalents)	11,500	12,987	12,616	14,078	
Efficiency Indicators					
Cost per Student Full Time Equivalents	$19,440	$19,363	$19,080	$19,068	

(a) Government has approved the relocation of Year 7 students from primary to secondary schools from 2015.
(b) Income data has been recast due to a change in the format of the budget papers following implementation of AASB 1055. This item has been adjusted to include Commonwealth Grants for capital purposes.

Asset Investment Program

The Department's planned Asset Investment Program in 2015-16 totals $295.26 million and relates primarily to improving infrastructure for public schools throughout the State.

New Primary Schools

- The final stages of construction will continue on four new primary schools including, Annie's Landing (Ellenbrook), Harrisdale, Trinity (Alkimos), and Rivergums (Baldivis) Primary Schools at a total cost of $60.2 million.
- Construction will commence on four new primary schools in East Landsdale, Byford (South West), Baldivis (Kerosene Lane) and Alkimos (South West) to open in 2017 at an estimated cost of $56 million.
- Planning will commence for four new primary schools at an estimated cost of $56 million to open for the start of 2018.

Additions and Improvements to Primary Schools

- Construction will continue on six additional Child and Parent Centres to be completed by the end of 2015 at a total cost of $10.6 million.
- Planning will commence for construction of a second storey addition to Highgate Primary School, estimated to cost $5.5 million to be open for the commencement of the 2018 school year.

New Secondary Schools

- Construction has commenced on the new $57 million secondary school in Harrisdale (formerly known as Forrestdale) scheduled to open in 2017.
- Construction will commence on two new senior high schools in Ellenbrook North (2018) and Lakelands (2019). Planning will continue for a new senior high school at Hammond Park (2020) and on Stage 2 of Harrisdale Senior High School (2020). The estimated total cost for these high schools to be delivered under a partnership with the private sector is $208.8 million.
- Planning will commence to construct Stage One of two new senior high schools at Yanchep ($57.2 million) and South Baldivis ($54.5 million) to open in 2019.
- The redevelopment of Willetton Senior High School will continue at a total cost of $52.2 million.

Additional Stages at Secondary Schools

- Construction will continue for the second stage at Halls Head Community College at an estimated cost of $26 million, to be completed during the second half of 2015.
- Construction for the second stage for Baldivis Secondary College at an estimated cost of $26.3 million and Butler College at a cost of $32 million will be completed during 2015.
- Construction will continue for the second stage of Byford Secondary College at a cost of $43 million due for completion in 2017. Planning will also commence for the third stage of Byford Secondary College ($18.4 million), scheduled for completion in 2019.
- Construction will commence on Stage 2 of Joseph Banks Secondary College scheduled to be completed by the start of the 2018 school year ($22.5 million).
- Construction will commence providing additional accommodation and facilities at Churchlands Senior High School ($38.8 million) and the creation of the new Fremantle College ($30 million) (amalgamation of South Fremantle and Hamilton Senior High Schools) both scheduled for completion in 2018.
- Construction will commence to replace the west wing of Newman Senior High School that was destroyed by fire in October 2014.

Additions and Improvements to Secondary High Schools

- Construction is in the final stages for the redevelopment of Applecross Senior High School at a cost of $56.2 million.
- Construction for new works and refurbishments will commence at Kinross College in 2016-17 at an estimated cost of $4.5 million.
- Specialist schooling at Armadale Senior High School and Cecil Andrews Senior High School will be revitalised with $8.5 million allocated for new and refurbished facilities.

Other School Facilities

- Provision has been made in 2015-16 for administration upgrades, library resource centres, toilet upgrades/replacement and covered assembly areas.
- The playground equipment and shade structure program announced in 2012-13 will continue.

Miscellaneous Programs

- An allocation of $13.1 million will be made in 2015-16 to purchase and develop land for the construction of new schools.

Royalties for Regions

- Construction will continue on the redevelopment of the Kalgoorlie-Boulder Community High School at a cost of $45 million.
- An allocation of $17.6 million to continue the amalgamation of Primary and Secondary schools in Carnarvon to create Carnarvon Community College (K to 12) on a single site.

	Estimated Total Cost $'000	Estimated Expenditure to 30-6-15 $'000	2014-15 Estimated Expenditure $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
WORKS IN PROGRESS							
New Secondary Schools							
Ellenbrook North Senior High School	54,000	6,500	5,845	1,200	33,800	12,500	-
Harrisdale Senior High School	57,000	5,500	3,484	32,500	19,000	-	-
Willetton Senior High School - Replacement	52,245	28,565	17,109	2,700	9,200	-	6,780
Additional Stages at Secondary Schools							
Baldivis Secondary School (Stage 2)	26,300	24,300	14,389	2,000	-	-	-
Butler College (Stage 2)	32,000	27,000	16,415	5,000	-	-	-
Byford Secondary College (Stage 2)	43,000	8,000	5,663	21,000	14,000	-	-
Halls Head Community College (Stage 2)	25,896	23,496	15,450	1,400	1,000	-	-
Joseph Banks Secondary College (Stage 2)	22,500	1,000	1,000	4,000	9,500	8,000	-
Additions and Improvements to Secondary Schools							
Applecross Senior High School	56,243	55,243	16,556	1,000	-	-	-
Churchlands Senior High School	38,764	270	270	2,592	26,141	9,761	-
Fremantle College	30,000	250	250	10,350	13,500	5,900	-
Newman Senior High School - Fire Restoration	2,000	650	650	1,350	-	-	-
Additions and Improvements to District High Schools							
Upgrades to Specialist Facilities	20,996	15,496	7,165	5,500	-	-	-
New Primary Schools							
Annie's Landing (Ellenbrook) Primary School	14,000	6,825	6,530	7,175	-	-	-
Harrisdale Primary School	14,000	6,825	6,409	7,175	-	-	-
Rivergums (Baldivis) Primary School	18,200	6,784	6,538	11,416	-	-	-
Trinity (Alkimos) Primary School	13,999	6,824	6,536	7,175	-	-	-
Additions and Improvements to Primary Schools							
Child and Parent Centres	10,602	3,698	3,698	6,904	-	-	-
Trade Training Centres	17,709	6,086	6,086	11,623	-	-	-
Royalties for Regions [(a)]							
Kalgoorlie-Boulder Community High School Redevelopment (Stage 1)	45,797	5,797	5,000	20,000	20,000	-	-
Miscellaneous							
Land Acquisition	70,576	28,929	19,929	13,157	6,000	22,490	-
Playground Equipment and Shade Structures	2,529	729	729	900	900	-	-
Power Supply Upgrade	813	500	500	-	-	-	313
Small Asset Capital Purchases	360,027	207,934	36,819	37,223	37,705	38,160	39,005
Student Information System	22,303	1,041	1,041	3,119	10,216	2,489	5,438
Transportable Classrooms	6,258	1,645	1,645	-	-	-	4,613
Universal Access Program	28,832	27,432	4,996	1,400	-	-	-
COMPLETED WORKS							
New Secondary Schools							
Joseph Banks Secondary College	39,794	39,794	15,938	-	-	-	-
Additional Stages at Secondary Schools							
Balga Senior High School - Family Teen Centre	450	450	450	-	-	-	-
Hedland Senior High School (Stage 3b)	2,000	2,000	1,762	-	-	-	-
Additions and Improvements to Secondary Schools							
Carnarvon Senior High School	1,800	1,800	375	-	-	-	-
Dalyellup College (Stage 2)	28,000	28,000	1,097	-	-	-	-
Duncraig High School	4,998	4,998	2,626	-	-	-	-
Mindarie Senior College	5,000	5,000	2,434	-	-	-	-
Morley Senior High School	1,472	1,472	199	-	-	-	-
Mount Lawley Senior High School	2,000	2,000	604	-	-	-	-
Perth Modern School	2,300	2,300	1,692	-	-	-	-
Relocation of Year 7s to Secondary Schools	180,989	180,989	80,097	-	-	-	-
Secondary Science Upgrades	17,988	17,988	888	-	-	-	-
Shenton College Refurbishment	4,000	4,000	1,994	-	-	-	-
Additions and Improvements to District High Schools							
Design and Technology Upgrades	9,989	9,989	762	-	-	-	-
Additions and Improvements to Agricultural Colleges							
Denmark College of Agriculture	700	700	169	-	-	-	-
Western Australian College of Agriculture Denmark Campus - Dairy	530	530	530	-	-	-	-
New Primary Schools							
Golden Bay Primary School	14,249	14,249	8,619	-	-	-	-
Hammond Park Primary School	15,500	15,500	1,238	-	-	-	-
John Butler Primary School	29,000	29,000	1,214	-	-	-	-
Lakelands Primary School	17,800	17,800	9,401	-	-	-	-
North Broome Primary School	21,000	21,000	12,170	-	-	-	-
Tuart Rise Primary School	15,700	15,700	6,919	-	-	-	-
Spring Hill Primary School (Kindergarten to Year 2)	14,088	14,088	3,242	-	-	-	-
Treendale Primary School	13,900	13,900	1,962	-	-	-	-
Yanchep Beach Primary School	12,999	12,999	1,095	-	-	-	-

	Estimated Total Cost $'000	Estimated Expenditure to 30-6-15 $'000	2014-15 Estimated Expenditure $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Additions and Improvements to Primary Schools							
Beachlands Primary School	1,800	1,800	710	-	-	-	-
Child and Parent Centres	10,874	10,874	2,796	-	-	-	-
Maida Vale Primary School	5,000	5,000	4,054	-	-	-	-
Mount Hawthorn Primary School	1,150	1,150	990	-	-	-	-
Mount Lawley Primary School	2,500	2,500	2,500	-	-	-	-
North Cottesloe Primary School	4,495	4,495	1,117	-	-	-	-
Spencer Park Primary School	2,500	2,500	1,055	-	-	-	-
Wembley Primary School	4,495	4,495	1,933	-	-	-	-
West Leederville Primary School	3,997	3,997	525	-	-	-	-
West Morley Primary School	2,189	2,189	876	-	-	-	-
Trade Training Centres	74,489	74,489	9,914	-	-	-	-
Royalties for Regions [(a)]							
Broome Senior High School	9,999	9,999	598	-	-	-	-
Denmark District High School	6,987	6,987	250	-	-	-	-
Derby District High School	14,983	14,983	1,535	-	-	-	-
Esperance Primary School	12,985	12,985	265	-	-	-	-
Hedland Senior High School	7,013	7,013	1,123	-	-	-	-
Northam Senior High School	9,992	9,992	2,811	-	-	-	-
Relocation of Year 7s to Secondary Schools	41,945	41,945	14,472	-	-	-	-
Western Australian College of Agriculture - Cunderdin Campus	1,700	1,700	1,700	-	-	-	-
Miscellaneous							
Air Cooling Program (Stage 2)	32,780	32,780	17,053	-	-	-	-
Concrete Cancer Remediation	7,750	7,750	295	-	-	-	-
Ember Screen Installation	1,700	1,700	60	-	-	-	-
Indigenous Child and Family Centres	207	207	104	-	-	-	-
Infrastructure Power Upgrades	18,660	18,660	2,479	-	-	-	-
Land Contribution Recognition	6,500	6,500	6,500	-	-	-	-
Refurbishment Program	2,207	2,207	482	-	-	-	-
Sewer Connections	269	269	269	-	-	-	-
Other School Facilities							
Administration Upgrade	2,000	2,000	2,000	-	-	-	-
Canteens	200	200	200	-	-	-	-
Central Reserve Schools	600	600	600	-	-	-	-
Covered Assembly Areas	6,985	6,985	5,253	-	-	-	-
Early Childhood Program	364	364	364	-	-	-	-
Ground Developments	300	300	300	-	-	-	-
Library Resource Centres	10,596	10,596	9,489	-	-	-	-
Rural Integration Program	500	500	500	-	-	-	-
Student Services Improvements	1,300	1,300	1,300	-	-	-	-
Toilet Replacement Program	3,049	3,049	2,251	-	-	-	-
NEW WORKS							
New Secondary Schools							
Hammond Park Senior High School	55,000	-	-	-	500	5,000	30,000
Lakelands Senior High School	63,000	-	-	4,750	18,000	25,100	15,150
South Baldivis Senior High School	54,450	-	-	1,350	5,850	37,800	9,450
Yanchep Senior High School	57,177	-	-	2,592	5,850	37,800	10,935
Additional Stages at Secondary Schools							
Byford Secondary College (Stage 3)	18,400	-	-	1,000	1,400	12,000	4,000
Ellenbrook North Senior High School (Stage 2)	52,000	-	-	-	-	1,500	11,000
Hammond Park Senior High School (Stage 2)	100	-	-	-	-	-	100
Harrisdale Senior High School (Stage 2)	36,750	-	-	-	1,500	8,500	23,000
Lakelands Senior High School (Stage 2)	250	-	-	-	-	-	250
Additions and Improvements to Secondary Schools							
Armadale Senior High School	4,000	-	-	2,250	1,750	-	-
Cecil Andrews Senior High School	4,500	-	-	2,250	2,250	-	-
Kinross College	4,500	-	-	-	1,500	3,000	-
New Primary Schools							
Interim Schools	1,215	-	-	300	300	300	315
New Primary Schools (2017)	56,000	-	-	26,259	29,741	-	-
New Primary Schools (2018-2021)	206,800	-	-	1,000	36,000	50,000	50,400
Remote Community Schools	2,725	-	-	900	900	-	925
Additions and Improvements to Primary Schools							
Expansion of School and Childcare Facilities							
Shire of Ashburton	3,000	-	-	500	500	2,000	-
Highgate Primary School	5,455	-	-	250	2,750	2,455	-
Royalties for Regions - Carnarvon Community College [(a)]	17,600	-	-	2,000	14,000	1,600	-

	Estimated Total Cost $'000	Estimated Expenditure to 30-6-15 $'000	2014-15 Estimated Expenditure $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Miscellaneous							
Air Conditioning Replacement Program	6,000	-	-	3,000	-	-	3,000
Bore Replacement Program	1,500	-	-	750	750	-	-
Gas Heater Replacement Program	2,250	-	-	750	750	-	750
Infrastructure Power Upgrades Program	13,500	-	-	4,500	4,500	-	4,500
Perimeter Security Fencing Program	2,000	-	-	1,000	1,000	-	-
Power Supply Upgrade Program	1,050	-	-	300	500	250	-
Roof Replacement Program	8,000	-	-	4,000	4,000	-	-
Sewer Connections Program	1,800	-	-	600	600	-	600
Transportable Classrooms Program	13,500	-	-	4,500	4,500	4,500	-
Other School Facilities							
Administration Upgrade	8,025	-	-	2,000	2,000	2,000	2,025
Canteens	805	-	-	200	200	200	205
Central Reserve Schools	1,815	-	-	600	-	600	615
Covered Assembly Areas	8,063	-	-	2,000	2,000	2,000	2,063
Early Childhood Program	5,400	-	-	1,500	1,000	1,500	1,400
Ground Developments	1,208	-	-	300	300	300	308
Library Resource Centres	9,265	-	-	2,600	2,600	2,000	2,065
Remote Schools Program	500	-	-	-	500	-	-
Rural Integration Program	1,000	-	-	500	500	-	-
Student Services Improvements	4,633	-	-	1,300	1,000	1,300	1,033
Toilet Replacement Program	5,840	-	-	1,600	1,600	1,300	1,340
Total Cost of Asset Investment Program	2,596,971	1,278,625	466,902	295,260	352,053	302,305	231,578
FUNDED BY							
Capital Appropriation			306,376	196,630	224,007	175,184	172,188
Commonwealth Grants			51,944	6,400	-	-	-
Drawdowns from the Holding Account			18,270	20,592	44,141	27,761	18,000
Funding Included in Department of Treasury Administered Item			-	3,942	11,700	75,600	20,385
Internal Funds and Balances			26,004	8,473	500	-	-
Other			36,819	37,223	37,705	22,160	21,005
Drawdowns from Royalties for Regions Fund [(b)]			27,489	22,000	34,000	1,600	-
Total Funding			466,902	295,260	352,053	302,305	231,578

(a) Funded from the Royalties for Regions Fund.
(b) Regional Infrastructure and Headworks Fund.

Financial Statements

Income Statement

Expenses

The Total Cost of Services in 2015-16 of $4.8 billion represents an increase of $294.4 million or 6.5%, compared to the 2014-15 Estimated Actual of $4.5 billion.

This is mainly attributable to:

- forecast growth in student numbers of 7,593 in 2015-16, resulting in additional resources for schools;
- employee benefits increases including salaries escalation and Full Time Equivalent increase associated with additional student numbers; and
- increased school maintenance expenditure.

Income

Total income from all sources is estimated to be $4.8 billion for 2015-16. This represents an increase of $290.2 million (6.4%) compared to the 2014-15 Estimated Actual of $4.5 billion. The increase is predominantly attributable to increased State appropriation in 2015-16 compared to 2014-15.

Statement of Financial Position

The Department's total equity is expected to increase by $226.8 million (1.5%) between the 2014-15 Estimated Actual and the 2015-16 Budget. This reflects a projected increase in total assets of $116 million (0.7%) and a decrease in total liabilities of $110.8 million (11.3%) over the same period.

The expected increase in assets is mainly attributable to increased investment in school building works, increasing the value of buildings by $265.4 million, offset in part by depreciation ($196.8 million).

The decrease in liabilities is mainly attributable to an estimated reduction in accrued salaries ($89 million) and leave liabilities ($20.8 million).

Statement of Cashflows

The 2015-16 closing cash assets balance of $473.6 million represents a decrease of $168.1 million (26.2%) in comparison to the 2014-15 Estimated Actual of $641.7 million, predominantly due to the occurrence of the 27th Pay in 2015-16.

INCOME STATEMENT [a]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
COST OF SERVICES							
Expenses							
Employee benefits [b]	3,225,014	3,497,885	3,387,328	3,616,811	3,709,573	3,894,813	4,052,840
Grants and subsidies [c]	48,945	36,879	47,885	44,759	36,900	34,281	31,482
Supplies and services	748,425	804,232	825,770	891,331	870,963	917,324	964,276
Depreciation and amortisation	257,733	232,589	232,589	240,589	242,870	243,204	244,653
Finance costs	1,034	1,632	1,632	1,561	1,561	1,561	1,561
Other expenses	32,255	2,368	8,370	2,877	3,992	3,992	3,992
TOTAL COST OF SERVICES	4,313,406	4,575,585	4,503,574	4,797,928	4,865,859	5,095,175	5,298,804
Income							
User contributions, charges and fees	100,476	109,322	109,322	116,252	118,807	119,000	119,000
Grants and contributions	590,223	585,388	607,034	636,060	643,047	681,233	688,860
Interest revenue	8,891	9,140	9,140	9,140	9,140	9,140	9,140
Other revenue	100,498	74,178	93,024	74,795	75,202	75,519	75,519
Total Income	800,088	778,028	818,520	836,247	846,196	884,892	892,519
NET COST OF SERVICES	3,513,318	3,797,557	3,685,054	3,961,681	4,019,663	4,210,283	4,406,285
INCOME FROM STATE GOVERNMENT							
Service appropriations	3,614,332	3,802,732	3,664,887	3,936,809	4,022,132	4,219,173	4,418,392
Grants from State Government agencies	7,154	1,954	3,519	4,454	4,439	5,988	3,736
Resources received free of charge	18,555	14,581	14,581	14,581	14,581	14,581	14,581
Royalties for Regions Fund:							
Regional Community Services Fund	15,200	12,152	10,485	10,052	6,903	5,713	5,574
TOTAL INCOME FROM STATE GOVERNMENT	3,655,241	3,831,419	3,693,472	3,965,896	4,048,055	4,245,455	4,442,283
SURPLUS/(DEFICIENCY) FOR THE PERIOD [d]	141,923	33,862	8,418	4,215	28,392	35,172	35,998

(a) Full audited financial statements are published in the agency's Annual Report.
(b) The Full Time Equivalents for 2013-14 Actual, 2014-15 Estimated Actual and 2015-16 Budget Estimate are 35,219, 35,235 and 36,508 respectively. In some cases the figures for 2013-14 and 2014-15 may differ from previously published figures due to changes in calculation methodology.
(c) Refer to the Details of Controlled Grants and Subsidies table below for further information.
(d) The format of the Budget Papers has been changed following implementation of AASB 1055 to no longer separately disclose Commonwealth grants received for capital purposes. These grants are currently presented in Grants and Contributions.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Grants and Subsidies to Non-Government Schools and Other Organisations	48,945	36,879	47,885	44,759	36,900	34,281	31,482
TOTAL	48,945	36,879	47,885	44,759	36,900	34,281	31,482

STATEMENT OF FINANCIAL POSITION [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CURRENT ASSETS							
Cash assets	604,521	436,148	477,579	448,141	426,880	418,630	411,499
Restricted cash [(b)]	56,746	138,845	164,124	25,423	23,390	25,369	25,369
Holding account receivables	19,144	19,144	21,736	45,285	28,905	19,144	19,144
Receivables	39,351	44,348	39,450	39,549	39,648	39,747	39,846
Other	14,612	11,371	14,612	14,612	14,612	14,612	14,612
Total current assets	734,374	649,856	717,501	573,010	533,435	517,502	510,470
NON-CURRENT ASSETS							
Holding account receivables	1,958,709	2,171,309	2,126,241	2,321,230	2,525,146	2,763,919	3,028,130
Property, plant and equipment	12,974,210	12,418,484	13,212,841	13,275,244	13,383,950	13,440,562	13,432,809
Intangibles	4,323	10,353	5,365	8,484	18,700	21,189	26,627
Restricted cash	103,019	-	-	-	12,319	25,255	38,206
Total non-current assets	15,040,261	14,600,146	15,344,447	15,604,958	15,940,115	16,250,925	16,525,772
TOTAL ASSETS	15,774,635	15,250,002	16,061,948	16,177,968	16,473,550	16,768,427	17,036,242
CURRENT LIABILITIES							
Provisions	687,689	665,138	618,671	583,757	560,290	560,896	584,992
Payables	131,069	144,592	144,823	55,871	64,425	67,628	68,170
Borrowings	14,671	17,511	17,240	17,240	17,240	14,481	14,481
Other	14,228	5,778	14,228	14,228	14,228	14,228	14,228
Total current liabilities	847,657	833,019	794,962	671,096	656,183	657,233	681,871
NON-CURRENT LIABILITIES							
Provisions	170,678	190,188	173,465	187,586	201,004	215,111	229,717
Borrowings	17,123	12,168	12,061	11,039	10,017	2,181	2,181
Total non-current liabilities	187,801	202,356	185,526	198,625	211,021	217,292	231,898
TOTAL LIABILITIES	1,035,458	1,035,375	980,488	869,721	867,204	874,525	913,769
EQUITY							
Contributed equity	3,394,220	3,767,347	3,728,085	3,950,657	4,220,364	4,472,748	4,665,321
Accumulated surplus/(deficit)	1,531,724	1,459,765	1,540,142	1,544,357	1,572,749	1,607,921	1,643,919
Reserves	9,813,233	8,987,515	9,813,233	9,813,233	9,813,233	9,813,233	9,813,233
Total equity	14,739,177	14,214,627	15,081,460	15,308,247	15,606,346	15,893,902	16,122,473
TOTAL LIABILITIES AND EQUITY	15,774,635	15,250,002	16,061,948	16,177,968	16,473,550	16,768,427	17,036,242

(a) Full audited financial statements are published in the agency's Annual Report.
(b) The decrease in restricted cash in 2015-16 is predominately attributable to the release of restricted cash previously held for the payment of the 27th Pay.

STATEMENT OF CASHFLOWS [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	3,392,411	3,570,988	3,475,349	3,696,535	3,789,311	3,961,256	4,135,037
Capital appropriation	334,728	330,858	306,376	196,630	224,007	175,184	172,188
Administered equity contribution	-	-	-	3,942	11,700	75,600	20,385
Holding account drawdowns	19,144	19,144	19,414	21,736	45,285	28,905	19,144
State Government grants	5,672	1,954	3,519	4,454	4,439	5,988	3,736
Royalties for Regions Fund:							
Regional Community Services Fund	15,200	12,152	10,485	10,052	6,903	5,713	5,574
Regional Infrastructure and Headworks Fund	68,313	18,853	27,489	22,000	34,000	1,600	-
Non-retainable revenue distributed to owner	(1,687)	-	-	-	-	-	-
Net cash provided by State Government	3,833,781	3,953,949	3,842,632	3,955,349	4,115,645	4,254,246	4,356,064
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(3,177,622)	(3,492,511)	(3,437,505)	(3,726,615)	(3,711,130)	(3,876,958)	(4,013,822)
Grants and subsidies	(52,796)	(36,879)	(47,885)	(44,759)	(36,900)	(34,281)	(31,482)
Supplies and services	(747,106)	(789,712)	(813,489)	(876,689)	(856,321)	(902,517)	(949,469)
GST payments	(94,784)	(105,798)	(105,798)	(106,856)	(106,856)	(106,856)	(106,856)
Finance costs	(1,271)	(1,632)	(1,632)	(1,561)	(1,561)	(1,561)	(1,561)
Receipts [(b)]							
User contributions, charges and fees	100,561	109,322	109,322	116,252	118,807	119,000	119,000
Grants and contributions	593,642	585,388	607,034	636,060	643,047	681,233	688,860
GST receipts	94,529	105,699	105,699	106,757	106,757	106,757	106,757
Interest receipts	8,891	9,140	9,140	9,140	9,140	9,140	9,140
Other receipts	105,216	74,178	93,024	74,795	75,202	75,519	75,519
Net cash from operating activities	(3,170,740)	(3,542,805)	(3,482,090)	(3,813,476)	(3,759,815)	(3,930,524)	(4,103,914)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(544,593)	(440,285)	(466,902)	(295,260)	(352,053)	(302,305)	(231,578)
Net cash from investing activities	(544,593)	(440,285)	(466,902)	(295,260)	(352,053)	(302,305)	(231,578)
CASHFLOWS FROM FINANCING ACTIVITIES							
Other payments	(15,079)	(16,223)	(16,223)	(14,752)	(14,752)	(14,752)	(14,752)
Net cash from financing activities	(15,079)	(16,223)	(16,223)	(14,752)	(14,752)	(14,752)	(14,752)
NET INCREASE/(DECREASE) IN CASH HELD [(c)]	103,370	(45,364)	(122,583)	(168,139)	(10,975)	6,665	5,820
Cash assets at the beginning of the reporting period	660,916	620,357	764,286	641,703	473,564	462,589	469,254
Cash assets at the end of the reporting period	764,286	574,993	641,703	473,564	462,589	469,254	475,074

(a) Full audited financial statements are published in the agency's Annual Report.
(b) A determination by the Treasurer, pursuant to section 23 of the *Financial Management Act 2006*, provides for the retention of some cash receipts by the Department. Refer to the Net Appropriation Determination table below for further information. Other receipts are retained under the authority of other relevant Acts of Parliament.
(c) The significant decrease in cash in 2015-16 is predominately attributable to the release of restricted cash previously held for the payment of the 27th Pay.

NET APPROPRIATION DETERMINATION [a]

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Grants and Contributions							
Commonwealth Grants	593,642	585,388	605,034	636,060	643,047	681,233	688,860
Other Capital Grants and Receipts	-	-	2,000	-	-	-	-
User Contributions, Charges and Fees							
Fees - Agricultural Colleges	3,470	3,800	3,800	3,949	4,097	4,197	4,197
Fees - Other	1,414	1,806	1,806	1,840	1,881	1,916	1,916
Fees - Swimming Classes	501	507	507	628	628	628	628
Physical Education Camp School Receipts	2,074	2,122	2,122	2,203	2,285	2,343	2,343
School Charges and Fees	93,102	101,087	101,087	107,632	109,916	109,916	109,916
GST Receipts							
GST Input Credits	90,425	98,936	98,936	99,926	99,926	99,926	99,926
GST Receipts on Sales	4,104	6,763	6,763	6,831	6,831	6,831	6,831
Other Receipts							
Farm School Receipts	1,248	1,257	1,257	1,332	1,332	1,332	1,332
Other Receipts	48,198	21,410	40,256	20,354	20,691	20,943	20,943
Recoveries and Refunds – Teacher Salaries and Other	6,621	7,195	7,195	7,352	7,422	7,487	7,487
Schools - Donations	17,703	17,031	17,031	17,585	17,585	17,585	17,585
Schools - Interest Receipts	8,891	9,140	9,140	9,140	9,140	9,140	9,140
Schools - Other Receipts	31,446	27,285	27,285	28,172	28,172	28,172	28,172
TOTAL	902,839	883,727	924,219	943,004	952,953	991,649	999,276

(a) The moneys received and retained are to be applied to the Department's services as specified in the Budget Statements.

Division 24 Education Services

Part 5 Minister for Education; Aboriginal Affairs; Electoral Affairs

Appropriations, Expenses and Cash Assets

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
DELIVERY OF SERVICES							
Item 28 Net amount appropriated to deliver services	18,697	19,562	8,793	**22,061**	23,534	24,077	24,608
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	306	313	313	**320**	329	329	329
Total appropriations provided to deliver services	19,003	19,875	9,106	**22,381**	23,863	24,406	24,937
ADMINISTERED TRANSACTIONS							
Item 29 Amount provided for Administered Grants, Subsidies and Other Transfer Payments	402,927	424,689	424,779	**439,446**	424,836	423,836	423,836
TOTAL APPROPRIATIONS	421,930	444,564	433,885	**461,827**	448,699	448,242	448,773
EXPENSES							
Total Cost of Services	36,131	50,956	49,782	**53,620**	55,417	56,163	57,435
Net Cost of Services [(a)]	14,509	24,884	24,802	**26,959**	28,452	28,942	29,551
CASH ASSETS [(b)]	22,835	11,858	9,546	**9,018**	8,771	8,577	8,383

(a) Represents Total Cost of Services (expenses) less retained revenues applied to the agency's services. Reconciliation to the 'Total appropriations provided to deliver services' includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cash flow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2014-15 Budget to Parliament on 8 May 2014, are outlined below:

	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
2015-16 Streamlined Budget Process Incentive Funding	-	426	-	-	-
2015-16 Tariffs, Fees and Charges (Teacher Registration Board of Western Australia)	(51)	1,692	1,163	1,580	2,007
2015-16 Tariffs, Fees and Charges (Training Accreditation Council)	(1,041)	(825)	(423)	(325)	(89)
Adjustments to Commonwealth Grants (Western Australian Aboriginal Education and Training Council)	-	(467)	(467)	(467)	(467)
Workforce Renewal Policy	(4)	(42)	(100)	(162)	(228)

Significant Issues Impacting the Agency

- The review of non-government schools funding, commissioned by the Minister for Education, is progressing, with new funding arrangements expected to be implemented from the commencement of the 2016 calendar year.
- The Department will continue to administer $2 million between 2015-16 and 2016-17 to support curriculum and re-engagement (CARE) schools which help students with social, emotional and behavioural difficulties.
- The Department will continue to review Independent Public Schools (IPS) during 2015-16. The number of reviews is anticipated to rise by 57% relative to 2014-15 in line with the increase in the total number of schools attaining IPS status.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcome	Service
Results-Based Service Delivery: Greater focus on achieving results in key service delivery areas for the benefit of all Western Australians.	Education and training providers, and teachers, comply with the appropriate regulatory and policy requirements.	1. Regulation, Review, Funding, and Policy Advice

Service Summary

Expense	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
1. Regulation, Review, Funding, and Policy Advice	36,131	50,956	49,782	53,620	55,417	56,163	57,435
Total Cost of Services	36,131	50,956	49,782	53,620	55,417	56,163	57,435

Outcomes and Key Effectiveness Indicators [(a)]

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
Outcome: Education and training providers, and teachers, comply with the appropriate regulatory and policy requirements:					
Percentage of non-government schools complying with registration requirements of the School Education Act 1999	93.3%	90%	95%	90%	
Percentage of providers of education services to full fee international students complying with registration requirements of the Education Service Providers (Full Fee Overseas Students) Registration Act 1991 (WA) and the Education Services for Overseas Students Act 2000 (Commonwealth)	100%	100%	100%	100%	
Percentage of Registered Training Organisations compliant with the Australian Quality Training Framework Essential Standards for Registration	97%	100%	100%	100%	
Percentage of reviewed Independent Public Schools that have met service and delivery requirements	100%	100%	100%	100%	
Percentage of teachers compliant with the Teacher Registration Act 2012	100%	100%	100%	100%	

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

Services and Key Efficiency Indicators

1. Regulation, Review, Funding, and Policy Advice

Provision of regulatory, review, funding and policy advisory services, as required by legislation or government policy, to support provision of quality services by registered and/or accredited education and training providers.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service [(a)]	36,131	50,956	49,782	53,620	
Less Income	21,622	26,072	24,980	26,661	
Net Cost of Service	14,509	24,884	24,802	26,959	
Employees (Full Time Equivalents)	96	99	98	99	
Efficiency Indicators [(b)]					
Cost of Regulatory Services per Registered Provider/Institution	$14,182.59	$14,635.89	$15,324.36	$15,408.86	
Cost of Recurrent Funding Programs per Student	$7.11	$7.23	$6.79	$6.98	
Cost of Loan Services per Loan Advance	$680.63	$761.00	$709.53	$739.23	
Hourly Cost of Providing Policy Advice and Support	$131.53	$133.89	$125.70	$124.59	
Cost of Review Services per School	$30,320.34	$25,702.98	$28,884.12	$19,281.15	1
Cost of Regulatory Services per Teacher	$92.87	$112.68	$100.79	$131.34	2

(a) The expansion of the Low Interest Loan Scheme (LILS) from 2013-14 has impacted the Total Cost of Service. This increase is reflected across all efficiency indicators from the 2014-15 Budget onwards.

(b) All efficiency indicators for 2013-14 Actual and 2014-15 Budget have been re-stated to reflect new methodology as per changes to the Outcome Based Management structure for the 2015-16 Budget. The efficiency indicator 'Cost of Funding Services per Funded Unit' has been replaced by 'Cost of Recurrent Funding Programs per Student' and 'Cost of Loan Services per Loan Advance'.

Explanation of Significant Movements

(Notes)

1. The decrease in the indicator for the 2015-16 Budget Target compared to the 2014-15 Estimated Actual of 33% reflects improved efficiencies as a result of a significant increase in the number of reviews of IPS being undertaken.

2. The increase in the indicator for the 2015-16 Budget Target compared to the 2014-15 Estimated Actual of 30% reflects an increase in the Cost of Services attributable to the Teacher Registration Board of Western Australia (TRBWA) represented by the significant increase in renewals of registration expected during 2015-16.

Asset Investment Program

The Department's Asset Investment Program for 2015-16 comprises ongoing replacement of office furniture, fittings and information technology (IT) upgrades. The Department and the TRBWA have co-located in 2014-15. It is anticipated that an amount of $1.6 million will be spent in 2014-15 on the fit-out for the new office accommodation.

	Estimated Total Cost $'000	Estimated Expenditure to 30-6-15 $'000	2014-15 Estimated Expenditure $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
WORKS IN PROGRESS							
IT Upgrade and Replacement							
TRBWA Related Asset Investment	232	82	30	30	40	40	40
COMPLETED WORKS							
Furniture and Fittings - 2014-15 Program	13	13	13	-	-	-	-
IT Upgrade and Replacement - 2014-15 Program	22	22	22	-	-	-	-
Office Fit-out							
Co-location of the Department of Education Services with the TRBWA	1,600	1,600	1,600	-	-	-	-
NEW WORKS							
Furniture and Fittings							
2015-16 Program	10	-	-	10	-	-	-
2016-17 Program	5	-	-	-	5	-	-
2017-18 Program	5	-	-	-	-	5	-
2018-19 Program	5	-	-	-	-	-	5
IT Upgrade and Replacement							
2015-16 Program	25	-	-	25	-	-	-
2016-17 Program	30	-	-	-	30	-	-
2017-18 Program	30	-	-	-	-	30	-
2018-19 Program	30	-	-	-	-	-	30
Total Cost of Asset Investment Program	2,007	1,717	1,665	65	75	75	75
FUNDED BY							
Drawdowns from the Holding Account			35	35	35	35	35
Internal Funds and Balances			1,630	30	40	40	40
Total Funding			1,665	65	75	75	75

Financial Statements

Income Statement

Expenses

The Income Statement shows an increase in Total Cost of Services of $3.8 million (8%) in 2015-16 when compared to the 2014-15 Estimated Actual.

This is due to an increase of $2.2 million in the budget expenses for the operation of the LILS and $0.5 million increase in supplies and services expenditure representing additional expenditure to be incurred by the TRBWA. This is in response to the significant increase in renewals of registration expected during 2015-16. Accommodation expenses are increasing by $1 million representing dual rent for redundant tenancies that have yet to be backfilled, as well as additional expenditure for the current tenancy. The $0.3 million increase in employee benefits is attributable to a rise in salaries and wages expenditure resulting from indexation of 2.5%.

The increase in finance costs is attributable to the increase in LILS funding to $55 million in 2015-16.

Income

Total income for 2015-16 is budgeted at $26.7 million which is 7% higher than the 2014-15 Estimated Actual of $25 million. This is predominantly due to the increase in revenue expected for the TRBWA as a result of a significant increase in renewals of registration during 2015-16.

Service appropriations for the 2014-15 Estimated Actual are $10.8 million (54%) below the 2014-15 Budget due to the application of the Government's Cash Management Policy as announced in the 2014-15 Mid-year Review.

Statement of Financial Position

The most significant assets in the Department's statement of financial position are loans and advances provided to schools for asset investment under the LILS. These assets are offset by liabilities represented by borrowings from the Western Australian Treasury Corporation.

Notwithstanding the Department's deficiency of net assets, the financial statements have been prepared as a going concern. This basis has been adopted as the Department is a Government agency which is funded from Parliamentary appropriation from the Consolidated Account. The Department's total equity is expected to decline in 2015-16 by $4.1 million (11%) compared to 2014-15 Estimated Actual.

Statement of Cashflows

The 2015-16 closing cash assets balance of $9 million represents a decrease of $0.5 million (6%) in comparison to the 2014-15 Estimated Actual of $9.5 million. Employee benefits, supplies and services, accommodation expenses and finance costs are expected to increase in 2015-16. At the same time fee revenue for the TRBWA is budgeted to increase.

INCOME STATEMENT [a]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
COST OF SERVICES							
Expenses							
Employee benefits [b]	11,843	12,656	12,652	12,974	13,257	13,389	13,521
Grants and subsidies [c]	179	135	135	35	35	35	38
Supplies and services	6,331	7,607	6,515	7,025	7,121	8,031	9,019
Accommodation	576	1,135	1,135	2,120	1,609	1,607	1,672
Depreciation and amortisation	503	456	378	378	378	378	456
Finance costs	15,792	28,491	28,594	30,762	32,769	32,475	32,475
Other expenses	907	476	373	326	248	248	254
TOTAL COST OF SERVICES	36,131	50,956	49,782	53,620	55,417	56,163	57,435
Income							
Sale of goods and services	6,063	7,980	6,888	8,636	8,340	8,890	9,553
Grants and subsidies	1,394	467	467	-	-	-	-
Interest revenue	13,975	17,355	17,355	17,805	18,405	18,111	18,111
Other revenue	190	270	270	220	220	220	220
Total Income	21,622	26,072	24,980	26,661	26,965	27,221	27,884
NET COST OF SERVICES	14,509	24,884	24,802	26,959	28,452	28,942	29,551
INCOME FROM STATE GOVERNMENT							
Service appropriations	19,003	19,875	9,106	22,381	23,863	24,406	24,937
Resources received free of charge	422	700	700	450	450	450	450
TOTAL INCOME FROM STATE GOVERNMENT	19,425	20,575	9,806	22,831	24,313	24,856	25,387
SURPLUS/(DEFICIENCY) FOR THE PERIOD	4,916	(4,309)	(14,996)	(4,128)	(4,139)	(4,086)	(4,164)

(a) Full audited financial statements are published in the agency's Annual Report.
(b) The Full Time Equivalents for 2013-14 Actual, 2014-15 Estimated Actual and 2015-16 Budget Estimate are 96, 98 and 99 respectively. In some cases the figures for 2013-14 and 2014-15 may differ from previously published figures due to changes in calculation methodology.
(c) Refer to the Details of Controlled Grants and Subsidies table below for further information.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Other Miscellaneous Grants	144	100	100	-	-	-	-
Other Scholarships	35	35	35	35	35	35	38
TOTAL	179	135	135	35	35	35	38

STATEMENT OF FINANCIAL POSITION [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CURRENT ASSETS							
Cash assets	22,481	11,525	9,182	8,644	8,387	8,193	7,999
Restricted cash	354	333	364	374	384	384	384
Holding account receivables	35	275	35	35	35	35	35
Receivables	138	490	138	138	138	138	138
Loans to schools	27,357	28,500	27,857	29,357	31,357	31,357	31,357
Other	996	1,033	996	996	996	996	996
Assets held for sale	2,395	-	2,395	2,395	2,395	2,395	2,395
Total current assets	53,756	42,156	40,967	41,939	43,692	43,498	43,304
NON-CURRENT ASSETS							
Holding account receivables	246	349	589	932	1,275	1,618	1,961
Property, plant and equipment	1,754	4,185	3,281	3,208	3,145	3,082	2,941
Intangibles	1,445	960	1,205	965	725	485	245
Receivables - Loans to schools	174,175	198,320	195,944	217,815	240,279	236,257	232,235
Other	-	1,388	-	-	-	-	-
Total non-current assets	177,620	205,202	201,019	222,920	245,424	241,442	237,382
TOTAL ASSETS	231,376	247,358	241,986	264,859	289,116	284,940	280,686
CURRENT LIABILITIES							
Employee provisions	1,100	1,794	1,100	1,100	1,100	1,100	1,100
Payables	456	403	456	456	456	456	456
Borrowings	27,357	28,500	27,857	29,357	31,357	31,357	31,357
Other	6,513	5,690	6,433	6,348	6,258	6,168	6,078
Total current liabilities	35,426	36,387	35,846	37,261	39,171	39,081	38,991
NON-CURRENT LIABILITIES							
Employee provisions	1,685	729	1,685	1,685	1,685	1,685	1,685
Borrowings	215,785	246,160	240,971	266,557	293,043	293,043	293,043
Other	171	1,165	171	171	171	171	171
Total non-current liabilities	217,641	248,054	242,827	268,413	294,899	294,899	294,899
TOTAL LIABILITIES	253,067	284,441	278,673	305,674	334,070	333,980	333,890
EQUITY							
Contributed equity	18	18	18	18	18	18	18
Accumulated surplus/(deficit)	(22,824)	(37,771)	(37,820)	(41,948)	(46,087)	(50,173)	(54,337)
Reserves	1,115	670	1,115	1,115	1,115	1,115	1,115
Total equity [(b)]	(21,691)	(37,083)	(36,687)	(40,815)	(44,954)	(49,040)	(53,204)
TOTAL LIABILITIES AND EQUITY	231,376	247,358	241,986	264,859	289,116	284,940	280,686

(a) Full audited financial statements are published in the agency's Annual Report.
(b) Notwithstanding the Department's deficiency of net assets, the financial statements have been prepared as a going concern. This basis has been adopted as the Department is a Government agency which is funded from Parliamentary appropriation from the Consolidated Account.

STATEMENT OF CASHFLOWS [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	18,865	19,497	8,728	22,003	23,485	24,028	24,559
Holding account drawdowns	35	35	35	35	35	35	35
Net cash provided by State Government	18,900	19,532	8,763	22,038	23,520	24,063	24,594
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(11,679)	(12,656)	(12,652)	(12,974)	(13,257)	(13,389)	(13,521)
Grants and subsidies	(179)	(135)	(135)	(35)	(35)	(35)	(38)
Supplies and services	(5,934)	(6,876)	(5,784)	(6,543)	(6,638)	(7,548)	(8,535)
Accommodation	(580)	(1,135)	(1,118)	(2,103)	(1,592)	(1,590)	(1,655)
Finance costs	(7,735)	(14,869)	(14,869)	(16,764)	(18,464)	(18,170)	(18,170)
Other payments	(1,643)	(882)	(899)	(878)	(801)	(801)	(808)
Receipts [(b)]							
Regulatory fees and fines	1,219	2,842	1,801	1,704	1,832	1,965	2,201
Grants and subsidies	594	467	467	-	-	-	-
Sale of goods and services	5,005	5,138	5,087	6,932	6,508	6,925	7,352
GST receipts	768	525	525	525	525	525	525
Interest received	6,108	7,150	7,150	7,600	8,200	7,906	7,906
Other receipts	991	120	120	120	120	120	120
Net cash from operating activities	(13,065)	(20,311)	(20,307)	(22,416)	(23,602)	(24,092)	(24,623)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	-	(65)	(1,665)	(65)	(75)	(75)	(75)
Net cash from investing activities	-	(65)	(1,665)	(65)	(75)	(75)	(75)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings	(31,426)	(28,360)	(28,360)	(29,915)	(31,410)	(57,190)	(57,190)
Other payments	(49,928)	(54,300)	(54,300)	(55,700)	(57,100)	(31,320)	(31,320)
Proceeds from borrowings	49,928	54,300	54,300	55,700	57,100	57,100	57,100
Other proceeds	31,352	28,280	28,280	29,830	31,320	31,320	31,320
Net cash from financing activities	(74)	(80)	(80)	(85)	(90)	(90)	(90)
NET INCREASE/(DECREASE) IN CASH HELD	5,761	(924)	(13,289)	(528)	(247)	(194)	(194)
Cash assets at the beginning of the reporting period	17,074	12,782	22,835	9,546	9,018	8,771	8,577
Cash assets at the end of the reporting period	22,835	11,858	9,546	9,018	8,771	8,577	8,383

(a) Full audited financial statements are published in the agency's Annual Report.
(b) A determination by the Treasurer, pursuant to section 23 of the *Financial Management Act 2006*, provides for the retention of some cash receipts by the Department. Refer to the Net Appropriation Determination table below for further information. Other receipts are retained under the authority of other relevant Acts of Parliament.

NET APPROPRIATION DETERMINATION [(a)]

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Regulatory Fees and Fines							
Regulatory Fees - Receipts	1,219	2,842	1,801	1,704	1,832	1,965	2,201
Grants and Subsidies							
Direct Grants and Subsidies Received from Commonwealth - Recurrent	594	467	467	-	-	-	-
Sale of Goods and Services							
Receipts - Sale of Goods and Services	5,005	5,138	5,087	6,932	6,508	6,925	7,352
GST Receipts							
GST Receipts from the Australian Taxation Office	755	396	396	396	396	396	396
GST Receipts on Sales	13	129	129	129	129	129	129
Other Receipts							
Interest Received	5,987	7,150	7,150	7,600	8,200	7,906	7,906
Interest Received - Monies Held in Participating Trust Funds	121	-	-	-	-	-	-
Other Receipts from the Commonwealth	800	-	-	-	-	-	-
Other Receipts	191	120	120	120	120	120	120
TOTAL	14,685	16,242	15,150	16,881	17,185	17,441	18,104

(a) The moneys received and retained are to be applied to the Department's services as specified in the Budget Statements.

DETAILS OF ADMINISTERED TRANSACTIONS

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
INCOME							
Other							
Interest Revenue	7	7	7	7	7	7	7
Service Appropriation [(a)]	402,927	424,689	424,779	439,446	424,836	423,836	423,836
TOTAL ADMINISTERED INCOME	402,934	424,696	424,786	439,453	424,843	423,843	423,843
EXPENSES							
Grants to Charitable and Other Public Bodies							
Per Capita Grants to Non-Government Schools [(a)]	366,424	388,875	388,875	400,040	389,867	388,884	388,893
Supplementation Grants for Special Education Students	20,015	21,049	21,049	22,917	21,049	21,049	21,049
Non-Government School Psychology Services Grant	4,235	4,305	4,305	4,624	4,305	4,305	4,305
Funding for Western Australian Hospital Services and Western Australian Institute for Deaf Education	5,656	4,862	4,862	6,236	4,862	4,862	4,862
Grants for Students at Risk and Other Programs	349	325	325	520	325	325	325
Australian Music Examinations Board Grant	167	176	176	181	176	176	176
Teacher Training for Vocational Education and Training in Non-Government Schools (VETiS) [(b)]	-	825	915	666	-	-	-
All Other Grants	148	193	193	193	193	193	193
Statutory Authorities							
Curtin University of Technology - Debt Charges	43	35	35	25	15	6	-
Other							
Superannuation - Higher Education Institutions	3,869	4,040	4,040	4,040	4,040	4,040	4,040
Finance Costs	7	11	11	11	11	3	-
TOTAL ADMINISTERED EXPENSES	400,913	424,696	424,786	439,453	424,843	423,843	423,843

(a) A review of existing funding for per capita grants to non-government schools for the 2015 calendar year was undertaken as part of the 2014-15 Mid-year Review. The Department will be administering an additional $13.9 million in per capita grants in 2015-16. Funding arrangements for financial years 2016-17 through to 2018-19 will be considered as part of the review of the non-government schools funding model commissioned by the Minister for Education. The Department continues to administer $2 million between 2015-16 and 2016-17 to support CARE schools which helps student with social, emotional and behavioural difficulties.

(b) The Department will be administering $0.7 million in 2015-16 for teacher training in relation to VETiS in anticipation of changes to the Western Australian Certificate of Education.

Division 25 School Curriculum and Standards Authority

Part 5 Minister for Education; Aboriginal Affairs; Electoral Affairs

Appropriations, Expenses and Cash Assets

	2013-14 Actual $'000	2014-15 Budget $'000 [(a)]	2014-15 Estimated Actual $'000 [(a)]	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
DELIVERY OF SERVICES							
Item 30 Net amount appropriated to deliver services	35,759	33,932	31,039	**34,981**	32,462	31,926	31,898
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	313	313	313	**313**	313	313	313
Total appropriations provided to deliver services	36,072	34,245	31,352	**35,294**	32,775	32,239	32,211
TOTAL APPROPRIATIONS	36,072	34,245	31,352	**35,294**	32,775	32,239	32,211
EXPENSES							
Total Cost of Services	36,246	36,761	36,177	**37,874**	35,222	34,861	34,833
Net Cost of Services [(b)]	33,245	34,400	33,816	**35,449**	32,755	32,394	32,366
CASH ASSETS [(c)]	7,332	4,745	3,646	**3,593**	3,540	3,487	3,434

(a) The budget for 2014-15 is based on a half year cohort of students.
(b) Represents Total Cost of Services (expenses) less retained revenues applied to the agency's services. Reconciliation to the 'Total appropriations provided to deliver services' includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
(c) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2014-15 Budget to Parliament on 8 May 2014, are outlined below:

	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
1% General Government Efficiency Dividend	-	(300)	(300)	(300)	(300)
15% Procurement Savings	-	(50)	(100)	(58)	-
2015-16 Streamlined Budget Process Incentive Funding	-	677	-	-	-
Depreciation - Renovation of Office Accommodation	227	275	275	275	275
Student Information Records System - Repair and Maintenance of Current System	36	-	-	-	-
Student Records Management System - Movement of Funds from Recurrent to Capital	(800)	-	-	-	-
Workforce Renewal Policy	(50)	(411)	(842)	(1,294)	(1,767)

Significant Issues Impacting the Agency

- On 21 January 2013, Cabinet approved changes to the Western Australian Certificate of Education (WACE) that have taken effect in 2015 for Year 11 students and will take effect in 2016 for Year 12 students. Redevelopment of WACE senior secondary courses and supporting resources was completed in 2014 and has been implemented for Year 11 students in 2015.
- At the 2013-14 Mid-year Review, the Government approved a total of $6.9 million from 2013-14 to 2017-18 for the implementation of the second and third phase of the National Curriculum and for the expanded Kindergarten to Year 10 functions of the Authority. Development of syllabuses and support materials for schools will continue throughout 2015-16.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcome	Services
Results-Based Service Delivery: Greater focus on achieving results in key service delivery areas for the benefit of all Western Australians.	Quality curriculum outline (Kindergarten to Year 12), assessment (Year 3 to Year 12) and certification (Years 11 and 12) in Western Australia.	1. Curriculum Development, Evaluation and Support 2. Student Assessment and Certification

Service Summary

Expense	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
1. Curriculum Development, Evaluation and Support	8,194	11,925	9,512	9,717	8,732	8,643	8,636
2. Student Assessment and Certification	28,052	24,836	26,665	28,157	26,490	26,218	26,197
Total Cost of Services	36,246	36,761	36,177	37,874	35,222	34,861	34,833

Outcomes and Key Effectiveness Indicators [(a)]

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
Outcome: Quality curriculum outline (Kindergarten to Year 12), assessment (Year 3 to Year 12) and certification (Years 11 and 12) in Western Australia:					
Engagement of and acceptance by stakeholders of responsive syllabuses, accreditation and review	4.2	4.1	4.2	4.2	1,2,3
Engagement of and acceptance by stakeholders of comprehensive and easily understood assessment policy and support	4.1	4.1	4.2	4.2	1,2,3
Engagement of and acceptance by stakeholders of valid and reliable external and school-based assessments	4.2	4.1	4.2	4.2	1,2,3

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

Explanation of Significant Movements

(Notes)

1. Scale range is from 1 (low) to 5 (high).
2. The 2013-14 Actual shown above was reported in the Authority's 2013-14 Annual Report and reflected broad-based support for syllabuses assessment and examinations.
3. The 2015-16 Budget Target is based on the 2014-15 Estimated Actual indicators.

Services and Key Efficiency Indicators

1. Curriculum Development, Evaluation and Support

This service involves curriculum development, accreditation for all courses to ensure high quality and standards of contemporary curriculum provision and formal course review based on stakeholder feedback and consultation for Pre-primary to Year 12.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	8,194	11,925	9,512	9,717	1
Less Income	63	-	-	-	2
Net Cost of Service	8,131	11,925	9,512	9,717	
Employees (Full Time Equivalents)	51	55	54	53	
Efficiency Indicators					
Average Cost per Registered School for Syllabus Development and Review (Pre-primary to Year 12)	$7,435	$10,841	$8,569	$8,562	3

Explanation of Significant Movements

(Notes)

1. The Authority received State funding of $6.9 million to perform its legislated functions for Kindergarten to Year 10 schooling. The funding was spread over 2013-14 to 2017-18 based on the estimated requirements for each year with the highest amount of $2.8 million for 2014-15 mainly allocated to Service 1 for the development of syllabuses. During 2014-15, based on actual project tasks, the $2.8 million was redistributed between Service 1 and Service 2. The redistribution accounted for the decrease of $2.4 million between the 2014-15 Budget of $11.9 million and the 2014-15 Estimated Actual of $9.5 million.

2. The income of $63,000 in the 2013-14 Actual was for non-recurrent sundry revenues and recoupment of expenses including payroll on-costs for the Authority's officers seconded to other State and Commonwealth government agencies.

3. The average cost is based on the Total Cost of Service divided by the number of schools. The number of schools increased by 6.5% between the 2014-15 Budget (1,100 schools) and the 2014-15 Estimated Actual (1,135 schools). The Average Cost per Registered School decreased by $2,272 (21%) between the 2014-15 Budget and the 2014-15 Estimated Actual due to the higher number of schools and the lower service cost mentioned in Note 1.

2. Student Assessment and Certification

This service involves the provision of clear assessment policy and guidelines, provision of high quality external assessments and rigorous processes for standards setting and certification.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	28,052	24,836	26,665	28,157	1,2
Less Income	2,938	2,361	2,361	2,425	3
Net Cost of Service	25,114	22,475	24,304	25,732	
Employees (Full Time Equivalents)	96	95	95	94	
Efficiency Indicators					
Average Cost per Enrolled Student for Moderation (Years 3-12)	$104	$118	$129	$101	4
Average Cost per Enrolled Student for External Assessment (Years 11-12)	$235	$268	$309	$242	4
Average Cost per Enrolled Year 12 Student for Certification	$1,042	$1,189	$1,427	$1,119	4
Average Cost per Enrolled Student for National Assessment Program Literacy and Numeracy (NAPLAN)	$39	$41	$43	$42	

Explanation of Significant Movements

(Notes)

1. The Authority received State funding of $6.9 million to perform its legislated functions for Kindergarten to Year 10 schooling. The funding was spread over 2013-14 to 2017-18 based on the estimated requirements for each year with the highest amount of $2.8 million for 2014-15 mainly allocated to Service 1 for the development of syllabuses. During 2014-15, based on actual project tasks, the $2.8 million was redistributed between Service 1 and Service 2. The redistribution accounted for the increase of $1.9 million between the 2014-15 Budget of $24.8 million and the 2014-15 Estimated Actual of $26.7 million.

2. The Total Cost of Service in the 2014-15 Estimated Actual of $26.7 million included State funding of the compulsory examination costs (2014 WACE) based on a half cohort of students. The State provided additional funding of $1.2 million during the 2011-12 Budget process to accommodate the return to a full cohort of students in 2015.

3. Income for Service 2 includes the recovery of costs from the non-government system and sector for the administration of the NAPLAN and the Western Australian Monitoring Standards in Education (WAMSE) tests. WAMSE testing ceased in 2013, resulting in lower income from the financial year 2014-15.

4. The average cost is based on the Total Cost of Service divided by the number of students. The average cost for the 2014-15 Estimated Actual is higher than the 2014-15 Budget and the 2015-16 Budget Target due to the combined impact of higher Total Cost of Services mentioned in Note 1 above and the half cohort of students.

Asset Investment Program

The 2015-16 Asset Investment Program consists of $240,000 to complete the development of an online curriculum programming tool for Kindergarten to Year 10.

	Estimated Total Cost $'000	Estimated Expenditure to 30-6-15 $'000	2014-15 Estimated Expenditure $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
WORKS IN PROGRESS							
Online Curriculum Programming Tool for Kindergarten to Year 10	740	500	500	240	-	-	-
COMPLETED WORKS							
Computer Hardware and Software							
Information Technology Upgrade and Replacement							
Hardware and Software	930	930	170	-	-	-	-
Patching Student Information Records System (SIRS)	170	170	170	-	-	-	-
Office Accommodation - Relocation of Accommodation	2,750	2,750	524	-	-	-	-
Student Records Management System (K to 12)	800	800	800	-	-	-	-
Total Cost of Asset Investment Program	5,390	5,150	2,164	240	-	-	-
FUNDED BY							
Drawdowns from the Holding Account			840	240	-	-	-
Internal Funds and Balances			1,324	-	-	-	-
Total Funding			2,164	240	-	-	-

Financial Statements

Income Statement

Expenses

The Total Cost of Services of $37.9 million in the 2015-16 Budget Estimate is $1.7 million (4.7%) higher than the $36.2 million in the 2014-15 Estimated Actual primarily due to the following factors:

- employee benefits are $429,000 higher due to an Award increase of 2.5% and the full year impact of the payroll and on-costs for additional Full Time Equivalents (FTEs) provided to the Authority in the 2014-15 State Budget. The FTEs were provided to undertake the Kindergarten to Year 10 legislated functions and the implementation of the second and third phases of the National Curriculum;
- in 2014-15, the Authority conducted the 2014 WACE for a half cohort of students. The State provided additional funding of $1.2 million for the 2015 WACE when the student cohort returns to a full cohort in 2015. The $1.2 million is included in supplies and services expenses; and
- the above increases are offset by lower accommodation expenses of $112,000. In 2014-15, the Authority paid double rental for two months for its current and previous premises as it had to time the relocation to minimise risks associated with the 2014 WACE examination development processes.

Income

Service appropriations of $35.3 million in 2015-16 represent an increase of $3.9 million (12.4%) compared to the 2014-15 Estimated Actual of $31.4 million. This primarily reflects a reduction in service appropriations in 2014-15 by way of the return of $3.1 million of surplus cash to the State under the Cash Management Policy. The other major factor is the additional funding of $1.2 million for the 2015 WACE when the student cohort returns from a half cohort in 2014 to a full cohort in 2015.

Statement of Financial Position

The $473,000 (20%) increase in Holding Account receivables between the 2014-15 Estimated Actual and the 2015-16 Budget Estimate is due to depreciation applied to renovations completed at the Authority's current office premises.

Statement of Cashflows

The $3.9 million increase in service appropriations between the 2014-15 Estimated Actual and the 2015-16 Budget Estimate primarily reflects the return of $3.1 million of surplus cash to the State under the Cash Management Policy which reduced service appropriations in 2014-15. The other major factor is the additional funding of $1.2 million for the 2015 WACE when the student cohort returns from the half cohort in 2014 to a full cohort in 2015.

The $600,000 (61%) reduction in Holding Account drawdowns from the 2014-15 Estimated Actual to the 2015-16 Budget Estimate mainly reflects the completion of the SIRS upgrade and the cyclical replacement of computer hardware and software in 2014-15.

INCOME STATEMENT [a]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
COST OF SERVICES							
Expenses							
Employee benefits [b]	17,676	19,112	19,086	19,515	19,431	19,460	19,460
Grants and subsidies [c]	137	15	15	15	15	15	15
Supplies and services	15,440	15,021	14,156	15,547	12,937	12,945	13,020
Accommodation	1,907	1,743	1,800	1,688	1,670	1,672	1,675
Depreciation and amortisation	579	588	818	863	923	523	423
Other expenses	507	282	302	246	246	246	240
TOTAL COST OF SERVICES	36,246	36,761	36,177	37,874	35,222	34,861	34,833
Income							
Sale of goods and services	730	802	802	824	824	824	824
Grants and subsidies	49	-	-	-	-	-	-
Other revenue	2,222	1,559	1,559	1,601	1,643	1,643	1,643
Total Income	3,001	2,361	2,361	2,425	2,467	2,467	2,467
NET COST OF SERVICES	33,245	34,400	33,816	35,449	32,755	32,394	32,366
INCOME FROM STATE GOVERNMENT							
Service appropriations	36,072	34,245	31,352	35,294	32,775	32,239	32,211
Resources received free of charge	204	110	110	110	110	110	110
TOTAL INCOME FROM STATE GOVERNMENT	36,276	34,355	31,462	35,404	32,885	32,349	32,321
SURPLUS/(DEFICIENCY) FOR THE PERIOD	3,031	(45)	(2,354)	(45)	130	(45)	(45)

(a) Full audited financial statements are published in the agency's Annual Report.
(b) The Full Time Equivalents for 2013-14 Actual, 2014-15 Estimated Actual and 2015-16 Budget Estimate are 147, 149 and 147 respectively. In some cases the figures for 2013-14 and 2014-15 may differ from previously published figures due to changes in calculation methodology.
(c) Refer to the Details of Controlled Grants and Subsidies table below for further information.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Scholarships and Other Grants	137	15	15	15	15	15	15
TOTAL	137	15	15	15	15	15	15

STATEMENT OF FINANCIAL POSITION [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CURRENT ASSETS							
Cash assets	6,132	4,148	2,446	2,393	2,340	2,287	2,234
Restricted cash	-	597	597	597	597	597	597
Holding account receivables	820	-	650	650	612	500	500
Receivables	271	452	271	271	271	271	271
Other	69	33	69	77	77	77	77
Total current assets	7,292	5,230	4,033	3,988	3,897	3,732	3,679
NON-CURRENT ASSETS							
Holding account receivables	2,349	2,937	2,347	2,820	3,806	4,329	4,752
Property, plant and equipment	33	286	140	77	14	-	-
Intangibles	1,576	1,552	2,518	2,233	1,648	1,414	1,266
Restricted cash	1,200	-	603	603	603	603	603
Other	2,226	2,750	2,523	2,248	1,973	1,698	1,423
Total non-current assets	7,384	7,525	8,131	7,981	8,044	8,044	8,044
TOTAL ASSETS	14,676	12,755	12,164	11,969	11,941	11,776	11,723
CURRENT LIABILITIES							
Employee provisions	4,420	4,829	4,270	4,120	3,970	3,858	3,858
Payables	288	1,006	280	280	272	264	256
Other	548	396	548	548	548	548	548
Total current liabilities	5,256	6,231	5,098	4,948	4,790	4,670	4,662
NON-CURRENT LIABILITIES							
Employee provisions	499	590	499	499	499	499	499
Total non-current liabilities	499	590	499	499	499	499	499
TOTAL LIABILITIES	5,755	6,821	5,597	5,447	5,289	5,169	5,161
EQUITY							
Contributed equity	7,925	7,925	7,925	7,925	7,925	7,925	7,925
Accumulated surplus/(deficit)	996	(1,991)	(1,358)	(1,403)	(1,273)	(1,318)	(1,363)
Total equity	8,921	5,934	6,567	6,522	6,652	6,607	6,562
TOTAL LIABILITIES AND EQUITY	14,676	12,755	12,164	11,969	11,941	11,776	11,723

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

STATEMENT OF CASHFLOWS [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	35,484	33,657	30,534	34,431	31,677	31,716	31,788
Holding account drawdowns	2,920	820	990	390	150	112	-
Net cash provided by State Government	38,404	34,477	31,524	34,821	31,827	31,828	31,788
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(18,387)	(19,262)	(19,236)	(19,665)	(19,581)	(19,572)	(19,460)
Grants and subsidies	(137)	(15)	(15)	(15)	(15)	(15)	(15)
Supplies and services	(15,567)	(14,921)	(14,054)	(15,445)	(12,835)	(12,843)	(12,918)
Accommodation	(1,907)	(1,743)	(1,800)	(1,688)	(1,670)	(1,672)	(1,675)
Other payments	(2,104)	(640)	(662)	(606)	(606)	(606)	(600)
Receipts							
Grants and subsidies	49	-	-	-	-	-	-
Sale of goods and services	728	802	802	824	824	824	824
GST receipts	1,424	360	360	360	360	360	360
Other receipts	2,216	1,559	1,559	1,601	1,643	1,643	1,643
Net cash from operating activities	(33,685)	(33,860)	(33,046)	(34,634)	(31,880)	(31,881)	(31,841)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(2,266)	(670)	(2,164)	(240)	-	-	-
Proceeds from sale of non-current assets	31	-	-	-	-	-	-
Net cash from investing activities	(2,235)	(670)	(2,164)	(240)	-	-	-
NET INCREASE/(DECREASE) IN CASH HELD	2,484	(53)	(3,686)	(53)	(53)	(53)	(53)
Cash assets at the beginning of the reporting period	4,848	4,798	7,332	3,646	3,593	3,540	3,487
Cash assets at the end of the reporting period	7,332	4,745	3,646	3,593	3,540	3,487	3,434

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

Division 26 Country High School Hostels Authority

Part 5 Minister for Education; Aboriginal Affairs; Electoral Affairs

Appropriations, Expenses and Cash Assets

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
DELIVERY OF SERVICES							
Item 31 Net amount appropriated to deliver services	6,953	5,900	5,876	**5,844**	5,738	5,606	5,486
Total appropriations provided to deliver services	6,953	5,900	5,876	**5,844**	5,738	5,606	5,486
CAPITAL							
Item 122 Capital Appropriation	976	967	967	**958**	952	952	952
TOTAL APPROPRIATIONS	7,929	6,867	6,843	**6,802**	6,690	6,558	6,438
EXPENSES							
Total Cost of Services	14,629	16,055	15,097	**15,705**	15,528	15,546	15,366
Net Cost of Services [(a)]	7,157	7,172	6,751	**5,982**	5,341	5,165	4,985
CASH ASSETS [(b)]	12,533	3,136	4,192	**4,335**	4,878	5,556	6,297

(a) Represents Total Cost of Services (expenses) less retained revenues applied to the agency's services. Reconciliation to the 'Total appropriations provided to deliver services' includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2014-15 Budget to Parliament on 8 May 2014, are outlined below:

	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
15% Procurement Savings	-	(498)	(481)	(484)	(484)
2014-15 Estimated Outturn	(543)	-	-	-	-
2015-16 Streamlined Budget Process Incentive Funding	-	75	-	-	-
Adjustment to Interest Payments to Western Australian Treasury Corporation	(437)	(485)	(510)	(560)	(623)
Workforce Renewal Policy	(24)	(193)	(390)	(595)	(812)

Significant Issues Impacting the Agency

- Residential college enrolments and enrolment revenue have been affected at some colleges by the decline in the population of some rural areas.
- State Government spending through the Royalties for Regions (RfR) program is providing significant upgrades to ageing residential college infrastructure and ensuring that residential colleges have sufficient single bed capacity to meet additional demand arising from the relocation of Year 7 students into secondary school from 2015.
- The Government is progressing legislative changes required to strengthen the governance arrangements of the Authority. This is in-line with the outcomes of the Blaxell Inquiry.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcome	Service
Stronger Focus on the Regions: Greater focus on service delivery, infrastructure investment and economic development to improve the overall quality of life in remote and regional areas.	Quality accommodation, care and services for isolated students who have to board away from home to attend school.	1. Establishment, Operation and Maintenance of Residential Colleges

Service Summary

Expense	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
1. Establishment, Operation and Maintenance of Residential Colleges	14,629	16,055	15,097	15,705	15,528	15,546	15,366
Total Cost of Services	14,629	16,055	15,097	15,705	15,528	15,546	15,366

Outcomes and Key Effectiveness Indicators [(a)]

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
Outcome: Quality accommodation, care and services for isolated students who have to board away from home to attend school:					
Average residential college occupancy rate.....	68%	75%	68%	70%	
Families rating accommodation, care and services as good or better.....	92%	90%	92%	92%	

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

Services and Key Efficiency Indicators

1. Establishment, Operation and Maintenance of Residential Colleges

Quality accommodation, care and services for isolated students who have to board away from home to attend school.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	14,629	16,055	15,097	15,705	
Less Income	7,472	8,883	8,346	9,723	
Net Cost of Service	7,157	7,172	6,751	5,982	
Employees (Full Time Equivalents)	114	114	114	114	
Efficiency Indicators					
Cost (Efficiency) Average Cost per Student	$26,030	$26,191	$27,202	$25,209	1

Explanation of Significant Movements

(Notes)

1. The Cost (Efficiency) Average Cost per Student for 2015-16 will decrease due to the increase in enrolments following the intake of Year 7 students into secondary schools in 2015 and the exit of the half year cohort from secondary schools in 2014.

Asset Investment Program

The RfR program is providing for the redevelopment of the regional residential colleges, which are strategically important in the delivery of quality secondary education for families living beyond the reach of secondary school bus services. In addition to works scheduled to be completed in 2014-15 at the Broome, Esperance, Merredin and Narrogin Residential Colleges, business cases regarding upgrades to other residential colleges are being developed for future consideration by Government.

	Estimated Total Cost $'000	Estimated Expenditure to 30-6-15 $'000	2014-15 Estimated Expenditure $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
WORKS IN PROGRESS							
Redevelopment Programs							
Broome Residential College Stage 2 [(a)]	11,500	4,000	4,000	7,500	-	-	-
COMPLETED WORKS							
Maintenance Program - Residential Colleges							
2014-15 Program	494	494	494	-	-	-	-
Redevelopment Programs							
Esperance Residential College [(a)]	13,393	13,393	726	-	-	-	-
Esperance Residential College Stage 2 [(a)]	2,309	2,309	2,309	-	-	-	-
Geraldton Residential College [(a)]	2,600	2,600	317	-	-	-	-
Merredin Residential College Stage 2 [(a)]	3,900	3,900	3,900	-	-	-	-
Narrogin Residential College Improvements [(a)]	1,400	1,400	1,400	-	-	-	-

	Estimated Total Cost $'000	Estimated Expenditure to 30-6-15 $'000	2014-15 Estimated Expenditure $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
NEW WORKS							
Maintenance Program - Residential Colleges							
2015-16 Program	494	-	-	494	-	-	-
2016-17 Program	494	-	-	-	494	-	-
2017-18 Program	494	-	-	-	-	494	-
2018-19 Program	494	-	-	-	-	-	494
Redevelopment Programs							
RfR - Regional Residential Colleges Asset Investment Allocation [(a)]	8,701	-	-	8,701	-	-	-
Total Cost of Asset Investment Program	46,273	28,096	13,146	16,695	494	494	494
Loan and Other Repayments			967	958	952	952	952
Total	46,273	28,096	14,113	17,653	1,446	1,446	1,446
FUNDED BY							
Capital Appropriation			967	958	952	952	952
Drawdowns from the Holding Account			494	494	494	494	494
Internal Funds and Balances			7,743	-	-	-	-
Drawdowns from Royalties for Regions Fund [(b)]			4,909	16,201	-	-	-
Total Funding			14,113	17,653	1,446	1,446	1,446

(a) Funded from the RfR Fund.
(b) Regional Infrastructure and Headworks Fund.

Financial Statements

Income Statement

Expenses

The 2015-16 Budget Estimate ($15.7 million) compared to the 2014-15 Estimated Actual ($15.1 million) represents a 4% increase. This is mainly due to a moderate increase in employee benefits, consumables and electricity.

Income

The 2015-16 Budget ($9.7 million) compared to the 2014-15 Estimated Actual ($8.3 million) represents a 16.5% increase. This is mainly due to an increase in the boarding fee in 2016 and a projected increase in enrolments following the move of Year 7 students to high school in 2015.

Statement of Financial Position

The Authority's property values will increase during the next financial year following additions and improvements to Broome, Esperance, Merredin, Narrogin and other residential colleges. The additions and improvements are being funded from the RfR, which is treated as contributed equity, thus increasing total equity.

Statement of Cashflows

Cashflow from the RfR Fund relates to additions and improvements to Broome, Esperance, Merredin and other residential colleges.

INCOME STATEMENT [a]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
COST OF SERVICES							
Expenses							
Employee benefits [b]	7,847	8,225	7,738	8,284	8,287	8,324	8,163
Supplies and services	1,534	1,901	1,732	1,801	1,694	1,708	1,729
Accommodation	1,393	1,312	1,400	1,436	1,375	1,387	1,402
Depreciation and amortisation	2,118	2,250	2,250	2,250	2,250	2,250	2,250
Interest expense	874	1,315	878	830	805	755	692
Other expenses	863	1,052	1,099	1,104	1,117	1,122	1,130
TOTAL COST OF SERVICES	14,629	16,055	15,097	15,705	15,528	15,546	15,366
Income							
Sale of goods and services	6,973	8,423	7,733	9,263	9,727	9,921	9,921
Other revenue	499	460	613	460	460	460	460
Total Income	7,472	8,883	8,346	9,723	10,187	10,381	10,381
NET COST OF SERVICES	7,157	7,172	6,751	5,982	5,341	5,165	4,985
INCOME FROM STATE GOVERNMENT							
Service appropriations	6,953	5,900	5,876	5,844	5,738	5,606	5,486
Resources received free of charge	106	115	115	115	115	115	115
Royalties for Regions Fund:							
Regional Community Services Fund	96	66	112	116	119	122	125
TOTAL INCOME FROM STATE GOVERNMENT	7,155	6,081	6,103	6,075	5,972	5,843	5,726
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(2)	(1,091)	(648)	93	631	678	741

(a) Full audited financial statements are published in the agency's Annual Report.
(b) The Full Time Equivalents for 2013-14 Actual, 2014-15 Estimated Actual and 2015-16 Estimates are 114, 114 and 114 respectively. In some cases the figures for 2013-14 and 2014-15 may differ from previously published figures due to changes in calculation methodology.

STATEMENT OF FINANCIAL POSITION [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CURRENT ASSETS							
Cash assets	2,380	3,088	1,727	1,870	2,413	3,137	3,878
Restricted cash	10,153	-	2,465	2,465	2,465	2,419	2,419
Holding account receivables	520	546	546	572	598	624	624
Receivables	879	898	879	879	879	879	879
Other	31	30	31	31	31	31	31
Total current assets	13,963	4,562	5,648	5,817	6,386	7,090	7,831
NON-CURRENT ASSETS							
Holding account receivables	13,027	14,757	14,757	16,487	18,217	19,947	21,703
Property, plant and equipment	76,144	94,185	87,040	101,485	99,729	97,973	96,217
Other	-	48	-	-	-	-	-
Total non-current assets	89,171	108,990	101,797	117,972	117,946	117,920	117,920
TOTAL ASSETS	103,134	113,552	107,445	123,789	124,332	125,010	125,751
CURRENT LIABILITIES							
Employee provisions	542	774	542	542	542	542	542
Payables	242	221	242	242	242	242	242
Other	1,508	1,707	1,549	1,593	1,500	1,500	1,500
Total current liabilities	2,292	2,702	2,333	2,377	2,284	2,284	2,284
NON-CURRENT LIABILITIES							
Employee provisions	439	367	439	439	439	439	439
Borrowings	15,842	14,884	14,884	13,932	12,986	12,034	11,082
Other	48	48	48	48	48	48	48
Total non-current liabilities	16,329	15,299	15,371	14,419	13,473	12,521	11,569
TOTAL LIABILITIES	18,621	18,001	17,704	16,796	15,757	14,805	13,853
EQUITY							
Contributed equity	57,570	69,967	63,446	80,605	81,556	82,508	83,460
Accumulated surplus/(deficit)	20,428	18,839	19,780	19,873	20,504	21,182	21,923
Reserves	6,515	6,745	6,515	6,515	6,515	6,515	6,515
Total equity	84,513	95,551	89,741	106,993	108,575	110,205	111,898
TOTAL LIABILITIES AND EQUITY	103,134	113,552	107,445	123,789	124,332	125,010	125,751

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

STATEMENT OF CASHFLOWS [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	4,710	3,650	3,626	3,594	3,488	3,356	3,236
Capital appropriation	976	967	967	958	952	952	952
Holding account drawdowns	510	494	494	494	494	494	494
Royalties for Regions Fund:							
Regional Community Services Fund	96	66	112	116	119	122	125
Regional Infrastructure and Headworks Fund	9,300	10,830	4,909	16,201	-	-	-
Net cash provided by State Government	15,592	16,007	10,108	21,363	5,053	4,924	4,807
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(8,002)	(8,220)	(7,733)	(8,284)	(8,287)	(8,324)	(8,163)
Supplies and services	(1,518)	(1,816)	(1,647)	(1,732)	(1,763)	(1,777)	(1,798)
Accommodation	(1,405)	(1,302)	(1,390)	(1,426)	(1,365)	(1,377)	(1,392)
Other payments	(2,437)	(2,752)	(2,362)	(2,308)	(2,296)	(2,163)	(2,108)
Receipts							
Sale of goods and services	6,868	8,373	7,683	9,223	9,687	9,881	9,881
GST receipts	819	500	500	500	500	500	500
Other receipts	528	460	613	460	460	460	460
Net cash from operating activities	(5,147)	(4,757)	(4,336)	(3,567)	(3,064)	(2,800)	(2,620)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(5,657)	(11,324)	(13,146)	(16,695)	(494)	(494)	(494)
Net cash from investing activities	(5,657)	(11,324)	(13,146)	(16,695)	(494)	(494)	(494)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings	(977)	(967)	(967)	(958)	(952)	(952)	(952)
Net cash from financing activities	(977)	(967)	(967)	(958)	(952)	(952)	(952)
NET INCREASE/(DECREASE) IN CASH HELD	3,811	(1,041)	(8,341)	143	543	678	741
Cash assets at the beginning of the reporting period	8,722	4,177	12,533	4,192	4,335	4,878	5,556
Cash assets at the end of the reporting period	12,533	3,136	4,192	4,335	4,878	5,556	6,297

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

Division 27 Aboriginal Affairs

Part 5 Minister for Education; Aboriginal Affairs; Electoral Affairs

Appropriations, Expenses and Cash Assets

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
DELIVERY OF SERVICES							
Item 32 Net amount appropriated to deliver services	31,743	32,793	32,615	**31,482**	32,392	33,318	27,459
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	249	256	256	**263**	270	270	270
Total appropriations provided to deliver services	31,992	33,049	32,871	**31,745**	32,662	33,588	27,729
CAPITAL							
Item 123 Capital Appropriation	616	198	198	**150**	-	-	-
TOTAL APPROPRIATIONS	32,608	33,247	33,069	**31,895**	32,662	33,588	27,729
EXPENSES							
Total Cost of Services	36,588	35,917	35,701	**33,832**	32,930	34,076	28,456
Net Cost of Services (a)	35,660	33,904	33,688	**33,402**	32,670	33,816	28,196
CASH ASSETS (b)	6,644	6,193	5,827	**4,302**	5,033	5,545	5,830

(a) Represents Total Cost of Services (expenses) less retained revenues applied to the agency's services. Reconciliation to the 'Total appropriations provided to deliver services' includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2014-15 Budget to Parliament on 8 May 2014, are outlined below:

	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
1% General Government Efficiency Dividend	-	(300)	(300)	(400)	(300)
15% Procurement Savings	-	(210)	(212)	(212)	(212)
2015-16 Streamlined Budget Process Incentive Funding	-	627	-	-	-
Non-Government Human Services Sector Indexation Adjustment	(47)	-	-	-	-
Revenue Forecast Realignment	-	(1,688)	(1,894)	(1,894)	(1,764)
Workforce Renewal Policy	(131)	(1,076)	(1,935)	(2,005)	(2,054)

Significant Issues Impacting the Agency

Aboriginal Family History Records Digitisation Project

- The Department undertakes detailed Aboriginal family history research and provides valuable genealogical, historical information and advice in response to applications received from Aboriginal people, State Government departments and the wider non-Aboriginal community.
- The Department will be undertaking a project to digitise approximately 15,000 family history records to improve the access of this important information to the Aboriginal community. It is anticipated that the project will cost $59,000.

Grant Funding

- In 2015-16, the Department is focusing its grant program on small to medium scale projects and activities that achieve sustainable outcomes for Aboriginal people and communities.
- The grant program will direct funding to community driven initiatives that are innovative, demonstrate growth potential and leverage partnerships, and that place Aboriginal people at the forefront in the design and delivery of projects that contribute to the social, cultural and economic outcomes for Aboriginal people.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goals	Desired Outcomes	Services
Financial and Economic Responsibility: Responsibly managing the State's finances through the efficient and effective delivery of services, encouraging economic activity and reducing regulatory burdens on the private sector.	Achieving the right balance between development and protection to ensure economic opportunities are leveraged to the benefit of the whole community.	1. Heritage Management
	Better utilisation of the Aboriginal Lands Trust Estate to achieve shared social and economic outcomes.	2. Land Management
	Improving accountability for the delivery of outcomes for Aboriginal people from government investments.	3. Accountable Government
Social and Environmental Responsibility: Ensuring that economic activity is managed in a socially and environmentally responsible manner for the long-term benefit of the State.	Supporting the Western Australia Aboriginal community to independently determine and further their identified priorities.	4. Community Development

Service Summary

Expense	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
1. Heritage Management	8,650	9,869	11,306	11,395	11,091	11,477	9,584
2. Land Management	6,436	7,511	6,414	6,502	6,329	6,549	5,469
3. Accountable Government	11,628	8,471	6,120	4,937	4,805	4,973	4,153
4. Community Development	9,874	10,066	11,861	10,998	10,705	11,077	9,250
Total Cost of Services	36,588	35,917	35,701	33,832	32,930	34,076	28,456

Outcomes and Key Effectiveness Indicators [(a)]

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
Outcome: Achieving the right balance between development and protection to ensure economic opportunities are leveraged to the benefit of the whole community:					
Percentage of direct stakeholders satisfied with the services related to the management of Aboriginal heritage	90%	65%	65%	65%	1
Outcome: Better utilisation of the Aboriginal Lands Trust Estate to achieve shared social and economic outcomes:					
Percentage of direct stakeholders satisfied with the services related to the management of the Aboriginal Lands Trust Estate	59%	65%	65%	65%	
Outcome: Improving accountability for the delivery of outcomes for Aboriginal people from government investments:					
Percentage of direct stakeholders satisfied with services related to improving accountability for the delivery of services to Aboriginal people	58%	65%	65%	65%	
Outcome: Supporting the Western Australia Aboriginal community to independently determine and further their identified priorities:					
Percentage of direct stakeholders satisfied with services related to community development programs for Aboriginal people	87%	65%	65%	65%	2

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

Explanation of Significant Movements

(Notes)

1. The high-level of satisfaction achieved in 2013-14 is attributed to the reform activities undertaken including system improvements and improved processing times. If this high-level of satisfaction continues, the Department will review the Budget Target in future years.

2. The high-level of satisfaction achieved in 2013-14 is attributed to the prioritisation of key activities and increased engagement with the Western Australian Aboriginal Advisory Council and broader Aboriginal community. If this high-level of satisfaction continues, the Department will review the Budget Target in future years.

Services and Key Efficiency Indicators

1. Heritage Management

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	8,650	9,869	11,306	11,395	1
Less Income	219	553	637	145	
Net Cost of Service	8,431	9,316	10,669	11,250	
Employees (Full Time Equivalents)	62	70	55	61	2
Efficiency Indicators					
Average Processing Time per Statutory Approval	69 days	70 days	70 days	70 days	
Average Time to Update Register	12 days	30 days	22 days	15 days	3
Average Time to Complete Initial Assessment	3 days	10 days	7.6 days	7 days	4

Explanation of Significant Movements

(Notes)

1. The Total Cost of Service has increased from $8.6 million in 2013-14 to $11.4 million in the 2015-16 Budget Target as a result of a number of factors, including the internal realignment of resources amongst directorates and internal restructure changes to align to strategy.

2. The variances in Full Time Equivalents (FTEs) between service directorates reflect internal restructures to better align service delivery to strategy.

3. Average Time to Update Register increased from 12 days in 2013-14 to 22 days in 2014-15 due to transitioning from the Legacy Information Management System to the new Aboriginal Heritage Electronic Lodgement Portal (A-HELP) system.

4. Average Time to Complete Initial Assessment increased from 3 days in 2013-14 to 7.6 days in 2014-15 due to a more comprehensive initial assessment.

2. Land Management

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	6,436	7,511	6,414	6,502	
Less Income	163	421	362	83	
Net Cost of Service	6,273	7,090	6,052	6,419	
Employees (Full Time Equivalents)	34	47	34	34	1
Efficiency Indicators					
Average Processing Time per Land Transaction	8.7 days	10 days	9 days	10 days	

Explanation of Significant Movements

(Notes)

1. The variances in FTEs between service directorates reflect internal restructures to better align service delivery to strategy.

3. Accountable Government

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	11,628	8,471	6,120	4,937	1
Less Income	295	475	345	63	
Net Cost of Service	11,333	7,996	5,775	4,874	
Employees (Full Time Equivalents)	34	31	28	23	2
Efficiency Indicators					
Average Cost per 1,000 of Aboriginal Population	$142,070	$103,494	$73,443	$58,199	3

Explanation of Significant Movements

(Notes)

1. The Total Cost of Service has reduced from $11.6 million in 2013-14 to $4.9 million in the 2015-16 Budget Target as a result of a number of factors. These include the internal realignment of resources, spending and parameter changes such as the Workforce Renewal Policy and completion of Commonwealth funded programs such as Remote Service Delivery and Fitzroy Futures.

2. The variances in FTEs between service directorates reflect internal restructures to better align service delivery to strategy.

3. The Average Cost per 1,000 of Aboriginal Population has decreased from $142,070 in 2013-14 to $58,199 in the 2015-16 Budget Target due to the significant reduction in Total Cost of Service discussed in Note 1.

4. Community Development

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	9,874	10,066	11,861	10,998	
Less Income	251	564	669	139	
Net Cost of Service	9,623	9,502	11,192	10,859	
Employees (Full Time Equivalents)	24	17	24	19	1
Efficiency Indicators					
Average Cost per Initiative Funded	$24,091	$16,577	$14,766	$14,742	

Explanation of Significant Movements

(Notes)

1. The variances in FTEs between service directorates reflect internal restructures to better align service delivery to strategy.

Asset Investment Program

The Department's 2015-16 Asset Investment Program (AIP) includes expenditure for the development of Phases 2 and 3 of the Aboriginal Heritage Management System (A-HELP) system and for the replacement of information technology (IT) and office equipment.

	Estimated Total Cost $'000	Estimated Expenditure to 30-6-15 $'000	2014-15 Estimated Expenditure $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
WORKS IN PROGRESS							
A-HELP System Phase 2 and 3	1,091	446	446	645	-	-	-
Asset Replacement - IT - The Decommissioning of the Office of Shared Services	395	245	-	150	-	-	-
COMPLETED WORKS							
A-HELP System - 2014-15 Program	221	221	221	-	-	-	-
Asset Replacement - IT - 2014-15 Program	360	360	360	-	-	-	-
Asset Replacement - Office Equipment - 2014-15 Program	242	242	242	-	-	-	-
NEW WORKS							
Asset Replacement - IT							
2015-16 Program	450	-	-	450	-	-	-
2016-17 Program	388	-	-	-	388	-	-
2017-18 Program	431	-	-	-	-	431	-
2018-19 Program	362	-	-	-	-	-	362
Asset Replacement - Office Equipment							
2015-16 Program	148	-	-	148	-	-	-
2016-17 Program	155	-	-	-	155	-	-
2017-18 Program	160	-	-	-	-	160	-
2018-19 Program	166	-	-	-	-	-	166
Total Cost of Asset Investment Program	4,569	1,514	1,269	1,393	543	591	528
FUNDED BY							
Capital Appropriation			198	150	-	-	-
Drawdowns from the Holding Account			185	598	543	591	528
Internal Funds and Balances			886	645	-	-	-
Total Funding			1,269	1,393	543	591	528

Financial Statements

Income Statement

Expenses

The Total Cost of Service is expected to decrease by $1.9 million in 2015-16 compared to the 2014-15 Estimated Actual. The main driver for this decrease is a realignment of expenses due to a lower than expected other revenue, as well as savings measures such as the Workforce Renewal Policy, Procurement Savings and the 1% General Government Efficiency Dividend. This is partially offset by increases due to Streamlined Budget Process incentive funding and general cost escalation.

Income

Total income is expected to decrease by $1.6 million between 2014-15 and 2015-16. This reflects a reduction in expected revenue from employee contributions for vehicles and housing, recoup of expenses from other agencies and other revenue.

Income from State Government is anticipated to fall by $1.1 million between 2014-15 and 2015-16. This is primarily due to the impact of savings measures such as the Workforce Renewal Policy, Procurement Savings and the 1% General Government Efficiency Dividend, partially offset by Streamlined Budget Process incentive funding and general cost escalation.

Statement of Financial Position

Total assets are expected to decrease by $0.7 million between 2014-15 to 2015-16. This is mainly attributable to the reduction in cash assets of $1.5 million (explained below) offset by a net increase in property, plant equipment and intangibles of $0.7 million (AIP for the year $1.4 million less accumulated depreciation and amortisation of $0.7 million).

Statement of Cashflows

In 2015-16, cash assets are expected to be $1.5 million down from $5.8 million in 2014-15. The decrease of $1.5 million is due to the internal funding of the A-HELP Phases 2 and 3 ($0.6 million) and the impact of the 27th Pay in 2015-16.

INCOME STATEMENT [a]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
COST OF SERVICES							
Expenses							
Employee benefits [b]	19,023	20,204	20,035	19,539	18,864	19,511	20,062
Grants and subsidies [c]	4,184	1,400	1,400	1,035	585	585	585
Supplies and services	9,141	8,899	8,830	8,105	8,316	8,763	2,591
Accommodation	3,327	3,737	3,737	3,586	3,587	3,638	3,638
Depreciation and amortisation	227	648	648	648	648	648	648
Other expenses	686	1,029	1,051	919	930	931	932
TOTAL COST OF SERVICES	36,588	35,917	35,701	33,832	32,930	34,076	28,456
Income							
Grants and subsidies	-	130	130	-	-	-	-
Other revenue	928	1,883	1,883	430	260	260	260
Total Income	928	2,013	2,013	430	260	260	260
NET COST OF SERVICES	35,660	33,904	33,688	33,402	32,670	33,816	28,196
INCOME FROM STATE GOVERNMENT							
Service appropriations	31,992	33,049	32,871	31,745	32,662	33,588	27,729
Resources received free of charge	658	635	635	635	635	635	635
Royalties for Regions Fund:							
Regional Community Services Fund	185	124	86	64	66	67	69
TOTAL INCOME FROM STATE GOVERNMENT	32,835	33,808	33,592	32,444	33,363	34,290	28,433
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(2,825)	(96)	(96)	(958)	693	474	237

(a) Full audited financial statements are published in the agency's Annual Report.
(b) The Full Time Equivalents for 2013-14 Actual, 2014-15 Estimated Actual and 2015-16 Budget Estimate are 154, 141 and 137 respectively. In some cases the figures for 2013-14 and 2014-15 may differ from previously published figures due to changes in calculation methodology.
(c) Refer to the Details of Controlled Grants and Subsidies table below for further information.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Fitzroy Futures	111	-	-	-	-	-	-
Indigenous Economic Partnerships	200	-	-	-	-	-	-
Kalumburu Roads Project - Return of Funds	1,440	-	-	-	-	-	-
Kimberley Science and Conservation Strategy - Rock Art Research Program	175	-	-	-	-	-	-
National Aborigines and Islanders Day Observance Committee (NAIDOC) Week	75	-	-	-	-	-	-
Partnership Acceptance Learning Sharing (PALS)	179	335	335	-	-	-	-
Remote Service Delivery	735	-	-	-	-	-	-
Stolen Wages	66	-	-	-	-	-	-
Various Indigenous Community Grants	1,087	949	949	1,035	585	585	585
Yagan's Memorial Park	116	116	116	-	-	-	-
TOTAL	4,184	1,400	1,400	1,035	585	585	585

STATEMENT OF FINANCIAL POSITION [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CURRENT ASSETS							
Cash assets	4,197	3,431	3,265	1,740	3,111	3,508	3,678
Restricted cash	1,817	2,762	1,807	2,562	1,807	1,807	1,807
Holding account receivables	185	598	598	543	591	-	-
Receivables	438	436	364	365	366	376	333
Other	275	247	277	272	278	284	285
Total current assets	6,912	7,474	6,311	5,482	6,153	5,975	6,103
NON-CURRENT ASSETS							
Holding account receivables	319	346	346	446	513	1,171	1,291
Property, plant and equipment	254	863	512	1,135	1,030	973	853
Intangibles	1,572	917	1,935	2,057	2,057	2,057	2,057
Restricted cash	630	-	755	-	115	230	345
Other	196	196	196	196	196	196	196
Total non-current assets	2,971	2,322	3,744	3,834	3,911	4,627	4,742
TOTAL ASSETS	9,883	9,796	10,055	9,316	10,064	10,602	10,845
CURRENT LIABILITIES							
Employee provisions	3,285	3,193	3,222	3,223	3,223	3,223	3,223
Payables	139	56	208	210	215	233	234
Other	2,096	1,135	2,156	2,223	2,273	2,319	2,324
Total current liabilities	5,520	4,384	5,586	5,656	5,711	5,775	5,781
NON-CURRENT LIABILITIES							
Employee provisions	731	790	735	734	734	734	734
Total non-current liabilities	731	790	735	734	734	734	734
TOTAL LIABILITIES	6,251	5,174	6,321	6,390	6,445	6,509	6,515
EQUITY							
Contributed equity	1,063	1,261	1,261	1,411	1,411	1,411	1,411
Accumulated surplus/(deficit)	2,356	3,148	2,260	1,302	1,995	2,469	2,706
Reserves	213	213	213	213	213	213	213
Total equity	3,632	4,622	3,734	2,926	3,619	4,093	4,330
TOTAL LIABILITIES AND EQUITY	9,883	9,796	10,055	9,316	10,064	10,602	10,845

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

STATEMENT OF CASHFLOWS [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	31,568	32,424	32,246	31,102	32,004	32,930	27,081
Capital appropriation	616	198	198	150	-	-	-
Holding account drawdowns	452	185	185	598	543	591	528
Royalties for Regions Fund:							
Regional Community Services Fund	185	124	86	64	66	67	69
Net cash provided by State Government	32,821	32,931	32,715	31,914	32,613	33,588	27,678
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(19,019)	(20,140)	(20,034)	(19,470)	(18,809)	(19,456)	(20,004)
Grants and subsidies	(2,744)	(1,400)	(1,400)	(1,035)	(585)	(585)	(585)
Supplies and services	(9,502)	(8,769)	(8,637)	(7,974)	(8,196)	(8,634)	(2,518)
Accommodation	(2,758)	(3,168)	(3,168)	(3,017)	(3,018)	(3,069)	(3,069)
Other payments	(6,103)	(2,545)	(2,567)	(2,394)	(2,305)	(2,344)	(1,764)
Receipts [(b)]							
Grants and subsidies	-	130	130	-	-	-	-
GST receipts	1,818	1,530	1,530	1,414	1,314	1,343	815
Other receipts	998	1,883	1,883	430	260	260	260
Net cash from operating activities	(37,310)	(32,479)	(32,263)	(32,046)	(31,339)	(32,485)	(26,865)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(1,304)	(383)	(1,269)	(1,393)	(543)	(591)	(528)
Net cash from investing activities	(1,304)	(383)	(1,269)	(1,393)	(543)	(591)	(528)
NET INCREASE/(DECREASE) IN CASH HELD	(5,793)	69	(817)	(1,525)	731	512	285
Cash assets at the beginning of the reporting period	12,437	6,124	6,644	5,827	4,302	5,033	5,545
Cash assets at the end of the reporting period	6,644	6,193	5,827	4,302	5,033	5,545	5,830

(a) Full audited financial statements are published in the agency's Annual Report.
(b) A determination by the Treasurer, pursuant to section 23 of the *Financial Management Act 2006*, provides for the retention of some cash receipts by the Department. Refer to the Net Appropriation Determination table below for further information. Other receipts are retained under the authority of other relevant Acts of Parliament.

NET APPROPRIATION DETERMINATION [(a)]

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Grants and Subsidies							
Grants and Subsidies	-	130	130	-	-	-	-
GST Receipts							
GST Input Credits	1,818	1,530	1,530	1,414	1,314	1,343	815
Other Receipts							
Other Receipts	998	1,883	1,883	430	260	260	260
TOTAL	2,816	3,543	3,543	1,844	1,574	1,603	1,075

(a) The moneys received and retained are to be applied to the Department's services as specified in the Budget Statements.

Division 28 Western Australian Electoral Commission

Part 5 Minister for Education; Aboriginal Affairs; Electoral Affairs

Appropriations, Expenses and Cash Assets

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
DELIVERY OF SERVICES							
Item 33 Net amount appropriated to deliver services	6,660	6,562	6,542	**7,144**	25,738	7,290	6,772
Amount Authorised by Other Statutes							
- Electoral Act 1907	200	600	1,400	**800**	4,000	200	600
- Industrial Relations Act 1979	116	116	116	**116**	116	116	116
- Salaries and Allowances Act 1975	401	409	409	**418**	429	429	429
Total appropriations provided to deliver services	7,377	7,687	8,467	**8,478**	30,283	8,035	7,917
TOTAL APPROPRIATIONS	7,377	7,687	8,467	**8,478**	30,283	8,035	7,917
EXPENSES							
Total Cost of Services	11,925	8,182	8,962	**11,078**	30,503	10,519	8,412
Net Cost of Services [(a)]	7,880	7,747	8,527	**8,578**	30,333	8,019	7,977
CASH ASSETS [(b)]	718	600	718	**718**	718	718	718

(a) Represents Total Cost of Services (expenses) less retained revenues applied to the agency's services. Reconciliation to the 'Total appropriations provided to deliver services' includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2014-15 Budget to Parliament on 8 May 2014, are outlined below:

	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
2015-16 Streamlined Budget Process Incentive Funding	-	142	-	-	-
Workforce Renewal Policy	(20)	(148)	(309)	(459)	(472)

Significant Issues Impacting the Agency

- The Commission will conduct the Biennial Local Government Elections on 15 October 2015, on a cost recovery basis.
- The Commission will continue to support the Office of the Electoral Distribution Commissioner in its final phase of the electoral distribution of boundaries.

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcome	Service
Results-Based Service Delivery: Greater focus on achieving results in key service delivery areas for the benefit of all Western Australians.	Western Australian electors participate in independent and impartial elections or referenda conducted by the Commission as part of democratic processes.	1. Provision of Independent, Impartial and Efficient Electoral Services to Electors for Parliament and other Electoral Clients

Service Summary

Expense	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
1. Provision of Independent, Impartial and Efficient Electoral Services to Electors for Parliament and other Electoral Clients	11,925	8,182	8,962	11,078	30,503	10,519	8,412
Total Cost of Services	11,925	8,182	8,962	11,078	30,503	10,519	8,412

Outcomes and Key Effectiveness Indicators [(a)]

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
Outcome: Western Australian electors participate in independent and impartial elections or referenda conducted by the Commission as part of democratic processes:					
The number of relevant breaches of 'Declaration by Officer' (Forms 1) upheld by a Court of Disputed Returns	nil	nil	nil	nil	
Percentage of eligible Western Australian electors on the State Electoral Roll	88.4%	90.4%	87.7%	90.3%	
Percentage of enrolled electors voting in State general elections (or By-Elections) or referenda.....	n/a	n/a	82.6%	n/a	1
Average percentage of enrolled electors voting in local government ordinary (or extraordinary) postal elections or referenda conducted by the Commission	27.8%	28%	43.7%	32.9%	2

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

Explanation of Significant Movements

(Notes)

1. The percentage of enrolled electors voting in the Vasse By-Election was 82.6% in 2014-15. The next State Government Election is planned for March 2017.
2. Local Government amalgamation polls were conducted in February 2015. The nature of the Election reflects the increase in voters to 43.7%.

Services and Key Efficiency Indicators

1. Provision of Independent, Impartial and Efficient Electoral Services to Electors for Parliament and other Electoral Clients

Provision of an impartial, independent and efficient electoral service to Parliamentary and non-Parliamentary electoral customers.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service [(a)]	11,925	8,182	8,962	11,078	
Less Income	4,045	435	435	2,500	
Net Cost of Service	7,880	7,747	8,527	8,578	
Employees (Full Time Equivalents)	51	48	53	48	
Efficiency Indicators					
Average Cost per Elector of Providing Electoral Services (Enrolment and Election Management)	$4.81	$4.86	$4.90	$5.05	1
Average Cost per Elector of Conducting State General Elections (or By-Elections) or Referenda Events	n/a	n/a	$14.51	n/a	2
Average Cost per Elector of Conducting Local Government Ordinary (or Extraordinary) Elections Conducted by the Commission	$2.63	n/a	$1.89	$2.79	3

(a) The Total Cost of Service for 2015-16 Budget Target is significantly higher than the 2014-15 Estimated Actual due to the Biennial Local Government Ordinary Elections planned for 2015-16.

Explanation of Significant Movements

(Notes)

1. The estimated cost of $5.05 in 2015-16, is due to the estimated increase in cost of 7.5% in comparison to the estimated increase in enrolled electors by 5%.

2. The total cost to conduct the Vasse By-Election in October 2014 was $358,915 (average cost per elector $14.51). There is no State Government Election planned in 2015-16.

3. The average cost of conducting the Local Government amalgamation polls and extraordinary election was $1.89 per elector in 2014-15. There were no Biennial Local Government Ordinary Elections in 2014-15. However, the next Biennial Local Government Ordinary Elections are in October 2015 and the estimated average cost per elector is $2.79.

Asset Investment Program

	Estimated Total Cost $'000	Estimated Expenditure to 30-6-15 $'000	2014-15 Estimated Expenditure $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
COMPLETED WORKS							
Asset Replacement - 2014-15 Program	50	50	50	-	-	-	-
Information Technology System Upgrade							
2014-15 Program	67	67	67	-	-	-	-
NEW WORKS							
Asset Replacement							
2015-16 Program	50	-	-	50	-	-	-
2016-17 Program	50	-	-	-	50	-	-
2017-18 Program	50	-	-	-	-	50	-
2018-19 Program	50	-	-	-	-	-	50
Information Technology System Upgrade							
2015-16 Program	67	-	-	67	-	-	-
2016-17 Program	67	-	-	-	67	-	-
2017-18 Program	67	-	-	-	-	67	-
2018-19 Program	67	-	-	-	-	-	67
Total Cost of Asset Investment Program	585	117	117	117	117	117	117
FUNDED BY							
Drawdowns from the Holding Account			117	117	117	117	117
Total Funding			117	117	117	117	117

Financial Statements

Income Statement

Expenses

The increase in Total Cost of Services for the 2015-16 Budget Estimate compared with the 2014-15 Estimated Actual is a result of the Biennial Local Government Elections, which will be held in October 2015.

Income

The increase in sale of goods and services for the 2015-16 Budget Estimate compared with the 2014-15 Estimated Actual is due to the funding provided for the Biennial Local Government Elections, which will be held in October 2015.

Statement of Cashflows

The increase in payments for salaries and wages and services and contract payments is due to the Biennial Local Government Elections, which will be held in October 2015.

The increase in sale of goods and services for the 2015-16 Budget Estimate compared with the 2014-15 Estimated Actual is due to the funding provided to conduct the Biennial Local Government Elections, which will be held in October 2015.

INCOME STATEMENT [a]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
COST OF SERVICES							
Expenses							
Employee benefits [b]	5,816	4,664	4,364	5,790	16,419	5,036	4,394
Grants and subsidies [c]	11	-	-	-	4,000	-	-
Supplies and services	3,915	1,821	2,468	3,052	4,172	3,329	1,927
Accommodation	1,600	1,297	1,561	1,557	1,570	1,570	1,507
Depreciation and amortisation	198	50	117	117	117	117	117
Other expenses	385	350	452	562	4,225	467	467
TOTAL COST OF SERVICES	11,925	8,182	8,962	11,078	30,503	10,519	8,412
Income							
Sale of goods and services	4,033	435	435	2,500	170	2,500	435
Other revenue	12	-	-	-	-	-	-
Total Income	4,045	435	435	2,500	170	2,500	435
NET COST OF SERVICES	7,880	7,747	8,527	8,578	30,333	8,019	7,977
INCOME FROM STATE GOVERNMENT							
Service appropriations	7,377	7,687	8,467	8,478	30,283	8,035	7,917
Resources received free of charge	59	60	60	100	34	34	60
TOTAL INCOME FROM STATE GOVERNMENT	7,436	7,747	8,527	8,578	30,317	8,069	7,977
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(444)	-	-	-	(16)	50	-

(a) Full audited financial statements are published in the agency's Annual Report.
(b) The Full Time Equivalents for 2013-14 Actual, 2014-15 Estimated Actual and 2015-16 Budget Estimate are 51, 53 and 48 respectively. In some cases the figures for 2013-14 and 2014-15 may differ from previously published figures due to changes in calculation methodology.
(c) Refer to the Details of Controlled Grants and Subsidies table below for further information.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Public Funding of Political Parties and Candidates in State Elections	11	-	-	-	4,000	-	-
TOTAL	11	-	-	-	4,000	-	-

STATEMENT OF FINANCIAL POSITION [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CURRENT ASSETS							
Cash assets	592	500	592	718	709	700	691
Holding account receivables	117	164	117	117	117	117	117
Receivables	309	677	376	443	510	577	644
Total current assets	1,018	1,341	1,085	1,278	1,336	1,394	1,452
NON-CURRENT ASSETS							
Holding account receivables	558	444	491	424	391	324	257
Property, plant and equipment	199	79	266	333	350	417	484
Intangibles	2,014	2,267	1,947	1,880	1,813	1,746	1,679
Restricted cash	126	100	126	-	9	18	27
Total non-current assets	2,897	2,890	2,830	2,637	2,563	2,505	2,447
TOTAL ASSETS	3,915	4,231	3,915	3,915	3,899	3,899	3,899
CURRENT LIABILITIES							
Employee provisions	793	874	739	739	739	739	739
Payables	96	65	127	127	127	77	77
Other	167	85	167	167	167	167	167
Total current liabilities	1,056	1,024	1,033	1,033	1,033	983	983
NON-CURRENT LIABILITIES							
Employee provisions	159	234	182	182	182	182	182
Other	2	-	2	2	2	2	2
Total non-current liabilities	161	234	184	184	184	184	184
TOTAL LIABILITIES	1,217	1,258	1,217	1,217	1,217	1,167	1,167
EQUITY							
Contributed equity	1,026	876	1,026	1,026	1,026	1,026	1,026
Accumulated surplus/(deficit)	1,672	2,097	1,672	1,672	1,656	1,706	1,706
Total equity	2,698	2,973	2,698	2,698	2,682	2,732	2,732
TOTAL LIABILITIES AND EQUITY	3,915	4,231	3,915	3,915	3,899	3,899	3,899

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

STATEMENT OF CASHFLOWS [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	7,213	7,637	8,417	8,428	30,199	7,985	7,867
Holding account drawdowns	50	117	117	117	117	117	117
Net cash provided by State Government	7,263	7,754	8,534	8,545	30,316	8,102	7,984
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(5,846)	(4,664)	(4,364)	(5,790)	(16,419)	(5,036)	(4,395)
Grants and subsidies	(11)	-	-	-	(4,000)	-	-
Supplies and services	(4,010)	(1,821)	(2,481)	(3,019)	(4,575)	(3,412)	(2,427)
Accommodation	(1,577)	(1,247)	(1,561)	(1,557)	(1,570)	(1,570)	(1,507)
Other payments	(878)	(900)	(1,006)	(562)	(3,805)	(467)	(533)
Receipts [(b)]							
Sale of goods and services	4,081	995	995	2,500	170	2,500	995
GST receipts	819	-	-	-	-	-	-
Other receipts	12	-	-	-	-	-	-
Net cash from operating activities	(7,410)	(7,637)	(8,417)	(8,428)	(30,199)	(7,985)	(7,867)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(232)	(117)	(117)	(117)	(117)	(117)	(117)
Net cash from investing activities	(232)	(117)	(117)	(117)	(117)	(117)	(117)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings	(2,881)	-	-	-	-	-	-
Proceeds from borrowings	2,700	-	-	-	-	-	-
Net cash from financing activities	(181)	-	-	-	-	-	-
NET INCREASE/(DECREASE) IN CASH HELD	(560)	-	-	-	-	-	-
Cash assets at the beginning of the reporting period	1,278	600	718	718	718	718	718
Cash assets at the end of the reporting period	718	600	718	718	718	718	718

(a) Full audited financial statements are published in the agency's Annual Report.
(b) A determination by the Treasurer, pursuant to section 23 of the *Financial Management Act 2006*, provides for the retention of some cash receipts by the Commission. Refer to the Net Appropriation Determination table below for further information. Other receipts are retained under the authority of other relevant Acts of Parliament.

NET APPROPRIATION DETERMINATION [a]

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Sale of Goods and Services							
Local Government Recoups	3,987	-	-	2,500	-	2,500	-
Extraneous Election	74	975	975	-	-	-	975
Sale of Rolls and Maps	20	20	20	-	-	-	20
Other	-	-	-	-	170	-	-
GST Receipts							
GST Receipts from the Australian Taxation Office	407	-	-	-	-	-	-
GST Receipts on Sales	412	-	-	-	-	-	-
Other Receipts							
Sundries	12	-	-	-	-	-	-
TOTAL	4,912	995	995	2,500	170	2,500	995

(a) The moneys received and retained are to be applied to the Commission's services as specified in the Budget Statements.

Part 6
Minister for Planning; Culture and the Arts

Summary of Portfolio Appropriations

Page	Agency	2014-15 Budget $'000	2014-15 Estimated Actual '000	2015-16 Budget Estimate '000
317	Planning			
	– Delivery of Services	45,244	46,550	42,109
	– Capital Appropriation	2,799	2,799	12,473
	Total	48,043	49,349	54,582
331	Western Australian Planning Commission			
	– Delivery of Services	98,381	101,205	105,875
	– Capital Appropriation	5,400	5,400	5,400
	Total	103,781	106,605	111,275
341	Culture and the Arts			
	– Delivery of Services	127,303	129,460	127,855
	– Capital Appropriation	21,530	14,530	33,790
	Total	148,833	143,990	161,645
	GRAND TOTAL			
	– Delivery of Services	270,928	277,215	275,839
	– Capital Appropriation	29,729	22,729	51,663
	Total	**300,657**	**299,944**	**327,502**

Division 29 Planning

Part 6 Minister for Planning; Culture and the Arts

Appropriations, Expenses and Cash Assets

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
DELIVERY OF SERVICES							
Item 34 Net amount appropriated to deliver services	38,523	44,761	46,067	**41,626**	41,507	34,412	34,833
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	469	483	483	**483**	483	483	483
Total appropriations provided to deliver services	38,992	45,244	46,550	**42,109**	41,990	34,895	35,316
ADMINISTERED TRANSACTIONS							
Amount provided for Administered Grants, Subsidies and Other Transfer Payments	-	-	-	**-**	91,288	-	-
CAPITAL							
Item 124 Capital Appropriation	5,325	2,799	2,799	**12,473**	16,528	17,424	2,485
TOTAL APPROPRIATIONS	44,317	48,043	49,349	**54,582**	149,806	52,319	37,801
EXPENSES							
Total Cost of Services	71,048	91,955	94,177	**93,472**	87,289	86,527	87,235
Net Cost of Services [(a)]	41,554	46,547	48,810	**44,324**	38,203	36,804	37,225
CASH ASSETS [(b)]	7,531	10,528	11,066	**14,489**	20,164	20,561	20,958

(a) Represents Total Cost of Services (expenses) less retained revenues applied to the agency's services. Reconciliation to the 'Total appropriations provided to deliver services' includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2014-15 Budget to Parliament on 8 May 2014, are outlined below:

	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
1% General Government Efficiency Dividend	(400)	(400)	(400)	(400)	(400)
15% Procurement Savings	-	(1,903)	(1,464)	(1,427)	(1,370)
2015-16 Streamlined Budget Process Incentive Funding	-	817	-	-	-
ICT Savings and Reform	(238)	(489)	(501)	(514)	-
Northern Planning Program	(6,040)	5,346	215	-	-
Resources Received Free of Charge	306	306	306	306	306
Revised Assets and Depreciation	480	(172)	(220)	197	112
Strategic Assessment of Perth and Peel Regions	1,533	966	-	-	-
Workforce Renewal Policy	(69)	(576)	(1,196)	(1,821)	(2,450)

Significant Issues Impacting the Agency

- The Strategic Assessment of the Perth and Peel regions (SAPPR) is underway to progress a plan for the future development, infrastructure and environmental conservation needs of the Perth and Peel area in accordance with the *Commonwealth Environment Protection and Biodiversity Conservation Act 1999*. The SAPPR is being led by the Department of the Premier and Cabinet with input and support from the Department.

- The Department is progressing the Planning and Development (Development Assessment Panels) Amendment Regulations, which includes modifications to the optional and mandatory monetary thresholds, the option to refer grouped and multiple dwellings to the Development Assessment Panels for consideration, and the implementation of 'stop the clock' mechanisms.

- The Department manages and monitors residential lot supply and applies appropriate regulatory requirements on behalf of the Western Australian Planning Commission (WAPC), to increase the supply of residential lots and dwellings as a diversity of lot choices in appropriate locations helps support housing affordability. The Department has been reviewing its policies and practices to support residential diversity and choice and is reviewing the Residential Design Codes and Liveable Neighbourhoods policy to address emerging residential development trends and to deliver a contemporary urban environment, whilst responding to improved community amenity through lot supply. The Department is also investigating non-planning impediments to the creation of ancillary accommodation units and incentives that could be applied through the planning approvals processes to support affordable housing and identify the key regulatory costs in new residential lot production.

- As part of Planning Reform Phase Two, the Department is progressing new initiatives to support the information capture and management requirements of the planning process. The ePlan planning information system seeks to streamline and automate the processing of planning applications and improve the transparency of the application process by enabling applicants to track their proposals through the planning system. The system enables the lodgement of freehold subdivision and survey strata applications with the next phase focusing on:

  - the electronic referral of applications enabling inter-agency collaboration;

  - online lodgement of Structure Plan submissions;

  - online lodgement of development applications;

  - implementation of internal agency workflow processes; and

  - associated reporting systems to support the planning process and to meet planning reform objectives.

- The Department will facilitate the disbursement of $5.3 million under the Northern Planning program during 2015-16 to projects that address key planning constraints to the State's ability to bring land to a development ready State in the short-term in the Kimberley, Pilbara, Mid West and Gascoyne regions.

- The redevelopment of the former Esplanade Hotel site at Middleton Beach, Albany is a cross-government priority. Major achievements to date include gazettal of Improvement Plan 40 in October 2014, for land at, and in the vicinity of the former Esplanade Hotel site. Future planning of the site, ownership of which was transferred to LandCorp in December 2014, will be informed by the objectives set out in Improvement Plan 40. LandCorp, in consultation with the City of Albany, will complete an extensive public consultation program and advertising for developer expressions of interest. Development of the relevant planning instruments, including preparation of the amendment to the local planning scheme and structure planning for the site, will follow.

- Implementing the growth areas identified in the Greater Bunbury Strategy including urban expansion east of Eaton and the proposed major strategic industrial estate at Waterloo, will house a population of 70,000 people in over 28,000 new dwellings. The Department continues to work collaboratively with State agencies and the local governments to:

  - promote sustainable development of land, taking into account relevant environmental, social and economic factors; and

  - provide for regional transportation, community services and infrastructure in a way that is efficient, equitable and timely.

- Developments of State and regional significance are also assessed and determined as part of the Greater Bunbury Region Scheme process.

- The Department, working jointly with the Department of State Development, expects to commence the purchase of land identified for the Oakajee Narngulu Infrastructure Corridor (ONIC) following the completion of the infrastructure corridor definition and implementation plan.
- The Department continues to develop its human resource and finance systems capability as a result of the decommissioning of the Office of Shared Services in 2012-13.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcomes	Services
Results-Based Service Delivery: Greater focus on achieving results in key service delivery areas for the benefit of all Western Australians.	Integration of land systems that facilitates economic development.	1. Integrated Land and Infrastructure Policy Development
	Accessibility to serviced land and infrastructure.	2. Land Accessibility Planning and Policy Development

Service Summary

Expense	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
1. Integrated Land and Infrastructure Policy Development	30,049	38,945	41,127	38,110	35,589	35,278	35,567
2. Land Accessibility Planning and Policy Development	40,999	53,010	53,050	55,362	51,700	51,249	51,668
Total Cost of Services	71,048	91,955	94,177	93,472	87,289	86,527	87,235

Outcomes and Key Effectiveness Indicators [(a)]

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
Outcome: Integration of land systems that facilitates economic development:					
Proportion of zoned land in the metropolitan area that is 400 metres/1 km from major transport systems:					
Less than R20 : 400 metres	40.1%	40.3%	40.1%	40.3%	
Less than R20 : 1 km	78.2%	78.3%	78.2%	78.2%	
R20 : 400 metres	59.1%	60%	59.1%	60%	
R20 : 1 km	95%	95.2%	95%	95%	
Greater than R20 : 400 metres	60.6%	60.7%	60.6%	60.6%	
Greater than R20 : 1 km	95.9%	95.9%	95.9%	95.9%	
Area of commercial and industrial land per capita per corridor:					
Eastern Sector - Commercial per capita	9.6m^2	9m^2	13.5m^2	12.6m^2	
Eastern Sector - Industrial per capita	93.3m^2	97m^2	172.1m^2	161.3m^2	1
Inner Sector - Commercial per capita	29.6m^2	30.5m^2	24.6m^2	23.9m^2	
Inner Sector - Industrial per capita	11.4m^2	12m^2	11.4m^2	11m^2	
Middle Sector - Commercial per capita	20.8m^2	20.6m^2	31.3m^2	32.3m^2	
Middle Sector - Industrial per capita	58.7m^2	60.5m^2	51.1m^2	52.6m^2	
North West Sector - Commercial per capita	39.5m^2	33.5m^2	43.3m^2	39.7m^2	
North West Sector - Industrial per capita	55.2m^2	57.3m^2	172m^2	157.6m^2	1
South East Sector - Commercial per capita	17.7m^2	13.3m^2	17.3m^2	16.9m^2	
South East Sector - Industrial per capita	60.4m^2	64m^2	79.7m^2	78m^2	
South West Sector - Commercial per capita	27.3m^2	20.5m^2	49.6m^2	46.3m^2	
South West Sector - Industrial per capita	134.1m^2	140m^2	212.8m^2	195.6m^2	1
Perth Metropolitan Region - Commercial per capita	24.8m^2	22.2m^2	29.9m^2	28.6m^2	
Perth Metropolitan Region - Industrial per capita	63.7m^2	67.4m^2	116.5m^2	109.4m^2	1
Outcome: Accessibility to serviced land and infrastructure:					
Number of lots given preliminary and final approval:					
residential [(a)]	44,759	53,000	64,112	50,000	2
non-residential [(a)]	2,221	5,800	5,220	4,000	3
Median land price as a percentage of median residential property sales price	57%	55%	56%	55%	
Relative affordability of property and land prices	Second quintile	Lowest quintile	Second quintile	Second quintile	4
Average lot size in the Perth Metropolitan Region	410m^2	425m^2	400m^2	420m^2	
Determination appeals that are unsuccessful	99.9%	99.9%	99.8%	99.9%	

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

Explanation of Significant Movements

(Notes)

1. Significant improvement was made during the financial year in relation to the classification of Local Planning Scheme (LPS) zone categories and the calculation of associated land with commercial and industrial activities. It has led to a more precise apportionment of land area in each of the subregions and significant movement in some reported indicators.
   The movements between the 2014-15 Budget and the 2015-16 Budget Target and the 2014-2015 Estimated Actual are due to a change in the LPS zone category classification between the two reporting periods. The Geospatial Data Optimization project has developed a repeatable methodology for the consolidation and classification of over 4,000 planning scheme zones into categories that are now more meaningful for reporting purposes. This reclassification has defined 11 categories applicable from 2015-16 which have now resulted variance in the statistics. The new values will be the benchmark for future calculations.

2. Residential – The decrease in the 2015-16 Budget Target from the 2014-15 Budget in the number of lots given preliminary and final approval is mainly in response to the cyclical nature of housing supply, population growth and underlying economic conditions. The increase in the 2014-15 Estimated Actual from the 2014-15 Budget exceeds anticipated activity mainly due to the high level of housing investment arising from the historically low rates of interest. It is anticipated that the number of lots given preliminary and final approval will reduce to more normal levels in 2015-16.

3. Non-Residential – The decrease in the 2014-15 Estimated Actual from the 2014-15 Budget and 2015-16 Budget Target in the number of lots given preliminary and final approval is lower than anticipated mainly as a result of a general slowdown in the local economy arising from the shift from the mining investment phase to a mining operations phase.

4. The increase in relative affordability of property and land prices from the lowest quintile in the 2014-15 Budget to the second quintile in the 2014-15 Estimated Actual and the 2015-16 Budget Target reflects affordability relative to other States where a change in the ranking can occur irrespective of factors relative to the local market.

Services and Key Efficiency Indicators

1. Integrated Land and Infrastructure Policy Development [(a)]

By shaping the pattern of development and influencing the location, scale, density, design and mix of land uses, integrated land use systems contribute to the Government's, and 'Delivering Services' goal by:

- ensuring flexibility to meet the demands of a changing economy and market environments; and
- maximising the use of existing infrastructure rather than incurring the costs of greenfields infrastructure with its resulting impact on home affordability.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	30,049	38,945	41,127	38,110	
Less Income	3,343	12,233	9,352	11,064	1
Net Cost of Service	26,706	26,712	31,775	27,046	
Employees (Full Time Equivalents)	145	152	142	143	
Efficiency Indicators					
Average Cost per Policy Hour for Integrated Land Policy Development	$131.08	$132.52	$106.31	$109.98	2

(a) Further detail in support of the efficiency indicators is provided in the agency's Annual Report.

Explanation of Significant Movements

(Notes)

1. The movements in income between 2013-14 Actual, 2014-15 Budget, 2014-15 Estimated Actual and 2015-16 Budget Target are due to various adjustments in Mid-year Review including both a carryover and deferral for Northern Planning program funding from Royalties for Regions and additional $1 million expense for the commencement of SAPPR in 2015-16.

2. The Average Cost per Policy Hour for Integrated Land Policy Development has reduced from the 2014-15 Budget to 2015-16 Budget Target due to lower average employment costs and consultancy costs.

2. Land Accessibility Planning and Policy Development [(a)]

This service contributes to the Government's 'Delivering Services' goal through:

- ensuring that sufficient land is available for purchase for both residential and commercial, industrial/employment purposes;
- controlling lot sizes and therefore the costs of infrastructure required to service each lot;
- minimising land supply delays and the attendant costs by making accurate, timely decisions on redevelopment and subdivision proposals;
- providing resources to the WAPC to enable:
  - the acquisition and management of properties reserved under Perth's Metropolitan Region Scheme for important urban roads, controlled access highways, parks and recreational reserves, special uses and major land redevelopment projects; and
  - other special planning projects undertaken within the Perth metropolitan area.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	40,999	53,010	53,050	55,362	
Less Income	26,151	33,175	36,015	38,084	1
Net Cost of Service	14,848	19,835	17,035	17,278	
Employees (Full Time Equivalents)	301	315	294	296	
Efficiency Indicators					
Cost per Subdivision and Development Application Processed	$5,819	$6,019	$7,035	$7,295	2
Average Cost per Policy and Planning Hour	$125.67	$166.56	$131.01	$138.59	3
Statutory Planning Applications Processed within Statutory Timeframes	79%	80%	85%	80%	
Town Planning Scheme Amendments (for Final Approval) Processed within Non-Statutory Timeframes	28%	60%	39%	60%	4
Deposited and Strata Plans Endorsed within Non-Statutory Timeframes	99%	100%	99%	99%	

(a) Further detail in support of the efficiency indicators is provided in the agency's Annual Report.

Explanation of Significant Movements

(Notes)

1. The movements in income between 2013-14 Actual, 2014-15 Budget, 2014-15 Estimated Actual and 2015-16 Budget Target are mainly due to increased revenue from the Service Delivery Agreement (SDA) between WAPC and the Department.
2. Increases in the Cost per Subdivision and Development Application Processed have resulted from a decline in the property market inducing a relative decline in the number of subdivision and development applications received for processing.
3. The Average Cost per Policy and Planning Hour has reduced from the 2014-15 Budget to 2014-15 Estimated Actual and 2015-16 Budget Target due to lower average employment costs and consultancy costs.
4. The 2014-15 Estimated Actual of 39% recognises process improvements from 2013-14 Actual and continuous process improvement anticipated throughout both the 2015-16 Budget Target and forward estimates. There remains a continuation of high numbers of complex Local Planning Scheme amendments, which may take longer to process.

Asset Investment Program

The Department's planned Asset Investment Program for 2015-16 is $13 million comprising accommodation initiatives, Location Information Strategy, minor works and the following major projects:

Perry Lakes Redevelopment Project

The Perry Lakes Redevelopment project comprises the construction of new sporting facilities by the Department of Sport and Recreation and the redevelopment of the Perry Lakes site by LandCorp. The new sporting facilities were concluded in 2013-14. The project is now in its final stages with all individual lots sold and three large sites remaining.

Information and Communications Technology (ICT) Infrastructure

Ongoing funding is provided to meet requirements relating to electronic support and upgrade of storage, networks, servers and monitoring tools. It also covers a number of related projects such as capacity management, data archiving, business continuity and disaster recovery planning. It will allow the continuation of electronic approvals processes expanded to other statutory processes. The Department is also developing an online lodgement and processing capability to streamline the land use application processes. This supports the WAPC determination of applications for land use and reduces application processing delays.

These projects will enable the Department to maximise the value of the State's Shared Land Information Platform environment and allow easy integration of spatial (location) information with a sophisticated electronic lodgement system for statutory approvals.

Oakajee-Narngulu Infrastructure Corridor (ONIC)

The Department, working jointly with the Department of State Development, expects to commence the purchase of land identified for the ONIC following the completion of the infrastructure corridor definition and implementation plan.

	Estimated Total Cost $'000	Estimated Expenditure to 30-6-15 $'000	2014-15 Estimated Expenditure $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
WORKS IN PROGRESS							
Corporate							
Accommodation Refurbishment and Sustainability Initiatives	6,022	3,679	213	223	234	246	258
ICT Infrastructure	30,342	15,444	1,822	1,498	2,209	1,645	1,727
Other							
Minor Works Program	20,123	13,764	1,096	500	500	500	500
Perry Lakes Redevelopment Project	149,451	148,551	281	-	900	-	-
Strategic and Statutory Planning							
Location Information Strategy	2,286	400	400	1,372	514	-	-
COMPLETED WORKS							
Strategic and Statutory Planning							
The Decommissioning of the Office of Shared Services	7,171	7,171	1,934	-	-	-	-
NEW WORKS							
Oakajee Narngulu Infrastructure Corridor	39,510	-	-	10,252	14,225	15,033	-
Total Cost of Asset Investment Program	254,905	189,009	5,746	13,845	18,582	17,424	2,485
FUNDED BY							
Capital Appropriation			2,799	12,473	16,528	17,424	2,485
Internal Funds and Balances			-	-	640	-	-
Other			2,947	1,372	1,414	-	-
Total Funding			5,746	13,845	18,582	17,424	2,485

Financial Statements

Income Statement

Expenses

The increase in Total Cost of Services from the 2014-15 Budget to the 2014-15 Estimated Actual is mainly due to an additional $1.5 million for the commencement of the SAPPR project, carryover of $0.5 million for the Pilbara Planning program from 2013-14 to 2014-15 and an increase in non-cash expenses by $0.8 million.

The increase in the Total Cost of Services from the 2014-15 Budget to the 2015-16 Budget Estimate is due to additional recurrent expenditure through SDA of $2.8 million, carryover $1.3 million of Location Information Strategy program, additional $1 million on the SAPPR project and Streamlined Budget Process incentive funding of $0.8 million. This is offset by applying various savings measures of $3.4 million.

Income

The increase in total income between the 2014-15 Budget to the 2015-16 Budget Estimate is mainly due to additional $2.8 million revenue received from the WAPC through the SDA for employee benefits and goods and services including SAPPR project.

Statement of Financial Position

The increase in equity in the 2015-16 Budget Estimate compared to the 2014-15 Estimated Actual is largely due to an increase in cash assets of $5 million and an increase in non-current assets including a three year asset investment on the ONIC project of $10.3 million.

Statement of Cashflows

The increase in cash assets at the end of the reporting period between 2014-15 Budget and 2015-16 Budget Estimate is mainly resulting from asset investment on the ONIC project commencing in 2015-16, and cash balance remaining attributable to the Department’s own funds and a cash balance from the inflow from the WAPC through the SDA.

INCOME STATEMENT [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
COST OF SERVICES							
Expenses							
Employee benefits [(b)]	51,823	51,487	53,354	54,707	52,777	52,461	52,384
Grants and subsidies [(c)]	2,239	8,532	7,545	6,104	1,428	1,213	1,213
Supplies and services	7,623	15,745	16,295	18,031	17,599	16,656	17,818
Accommodation	7,705	9,404	9,404	6,554	6,704	6,294	6,294
Depreciation and amortisation	553	165	645	538	490	345	260
Other expenses	1,105	6,622	6,934	7,538	8,291	9,558	9,266
TOTAL COST OF SERVICES	71,048	91,955	94,177	93,472	87,289	86,527	87,235
Income							
Sale of goods and services	1,164	1,701	1,701	1,701	1,701	1,701	1,701
Grants and subsidies	1,664	544	503	1,482	91	91	91
Other revenue	26,666	43,163	43,163	45,965	47,294	47,931	48,218
Total Income	29,494	45,408	45,367	49,148	49,086	49,723	50,010
NET COST OF SERVICES	41,554	46,547	48,810	44,324	38,203	36,804	37,225
INCOME FROM STATE GOVERNMENT							
Service appropriations	38,992	45,244	46,550	42,109	41,990	34,895	35,316
Resources received free of charge	2,082	1,794	2,100	2,100	2,100	2,100	2,100
Royalties for Regions Fund:							
Regional Community Services Fund	34	24	25	19	19	20	20
Regional Infrastructure and Headworks Fund	2,283	5,507	5,418	5,346	215	-	-
TOTAL INCOME FROM STATE GOVERNMENT	43,391	52,569	54,093	49,574	44,324	37,015	37,436
SURPLUS/(DEFICIENCY) FOR THE PERIOD	1,837	6,022	5,283	5,250	6,121	211	211

(a) Full audited financial statements are published in the agency's Annual Report.
(b) The Full Time Equivalents for 2013-14 Actual, 2014-15 Estimated Actual and 2015-16 Budget Estimate are 446, 436 and 439 respectively. In some cases the figures for 2013-14 and 2014-15 may differ from previously published figures due to changes in calculation methodology.
(c) Refer to the Details of Controlled Grants and Subsidies table below for further information.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Area Assistance Schemes	-	301	211	215	211	261	261
Coastal Zone Management	50	1,152	1,152	975	952	952	952
Land Use Planning Initiative - Bushfire Risk Mitigation	-	126	126	-	-	-	-
Mandurah Central Revitalisation Strategy	54	-	383	-	-	-	-
Northern Towns Development Fund	1,775	4,676	4,484	4,249	215	-	-
Oakajee-Narngulu Infrastructure Corridor	-	680	680	615	-	-	-
Other Grants and Subsidies	-	1,597	50	50	50	-	-
Pilbara Planning Program	-	-	459	-	-	-	-
Rockingham Kwinana Development Office	360	-	-	-	-	-	-
TOTAL	2,239	8,532	7,545	6,104	1,428	1,213	1,213

STATEMENT OF FINANCIAL POSITION [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CURRENT ASSETS							
Cash assets	5,537	8,541	9,428	14,133	19,614	19,825	20,044
Restricted cash	357	705	1	1	1	1	1
Receivables	8,923	7,311	8,923	8,923	8,923	8,923	8,923
Other	205	378	205	205	205	205	205
Total current assets	15,022	16,935	18,557	23,262	28,743	28,954	29,173
NON-CURRENT ASSETS							
Holding account receivables	15,623	15,788	16,268	16,806	17,296	17,641	17,901
Property, plant and equipment	8,923	14,615	12,526	24,748	41,695	58,934	61,319
Intangibles	451	1,076	1,268	981	712	552	392
Restricted cash	1,637	1,282	1,637	355	549	735	913
Total non-current assets	26,634	32,761	31,699	42,890	60,252	77,862	80,525
TOTAL ASSETS	41,656	49,696	50,256	66,152	88,995	106,816	109,698
CURRENT LIABILITIES							
Employee provisions	9,468	10,755	9,468	9,355	9,355	9,355	9,355
Payables	728	402	728	728	728	728	728
Other	1,205	4,377	1,723	9	203	389	567
Total current liabilities	11,401	15,534	11,919	10,092	10,286	10,472	10,650
NON-CURRENT LIABILITIES							
Employee provisions	2,474	3,020	2,474	2,474	2,474	2,474	2,474
Other	17	14	17	17	17	17	17
Total non-current liabilities	2,491	3,034	2,491	2,491	2,491	2,491	2,491
TOTAL LIABILITIES	13,892	18,568	14,410	12,583	12,777	12,963	13,141
EQUITY							
Contributed equity	11,534	16,789	14,333	26,806	43,334	60,758	63,251
Accumulated surplus/(deficit)	372,141	370,253	377,424	382,674	388,795	389,006	389,217
Other	(355,911)	(355,914)	(355,911)	(355,911)	(355,911)	(355,911)	(355,911)
Total equity	27,764	31,128	35,846	53,569	76,218	93,853	96,557
TOTAL LIABILITIES AND EQUITY	41,656	49,696	50,256	66,152	88,995	106,816	109,698

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

STATEMENT OF CASHFLOWS [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	38,778	45,079	45,905	41,571	41,500	34,550	35,056
Capital appropriation	5,325	2,799	2,799	12,473	16,528	17,424	2,485
Royalties for Regions Fund:							
Regional Community Services Fund	48	24	25	19	19	20	20
Regional Infrastructure and Headworks Fund	2,283	5,507	5,418	5,346	215	-	-
Net cash provided by State Government	46,434	53,409	54,147	59,409	58,262	51,994	37,561
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(53,011)	(50,969)	(52,836)	(56,477)	(52,647)	(52,339)	(52,262)
Grants and subsidies	(2,228)	(8,532)	(7,545)	(6,104)	(1,428)	(1,213)	(1,213)
Supplies and services	(5,345)	(13,478)	(13,722)	(15,483)	(15,074)	(14,137)	(15,102)
Accommodation	(7,960)	(9,404)	(9,404)	(6,554)	(6,704)	(6,294)	(6,294)
Other payments	(4,458)	(11,435)	(11,747)	(12,383)	(12,992)	(14,253)	(14,158)
Receipts [(b)]							
Grants and subsidies	1,430	544	503	1,482	91	91	91
Sale of goods and services	1,163	1,701	1,701	1,701	1,701	1,701	1,701
GST receipts	2,104	4,340	4,340	4,340	4,340	4,340	4,340
Other receipts	24,191	43,163	43,163	45,965	47,294	47,931	48,218
Net cash from operating activities	(44,114)	(44,070)	(45,547)	(43,513)	(35,419)	(34,173)	(34,679)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(4,693)	(2,799)	(5,465)	(13,845)	(17,682)	(17,424)	(2,485)
Net cash from investing activities	(4,693)	(2,799)	(5,465)	(13,845)	(17,682)	(17,424)	(2,485)
NET INCREASE/(DECREASE) IN CASH HELD	(2,373)	6,540	3,135	2,051	5,161	397	397
Cash assets at the beginning of the reporting period	9,904	3,988	7,531	11,066	14,489	20,164	20,561
Net cash transferred to/from other agencies	-	-	400	1,372	514	-	-
Cash assets at the end of the reporting period	7,531	10,528	11,066	14,489	20,164	20,561	20,958

(a) Full audited financial statements are published in the agency's Annual Report.
(b) A determination by the Treasurer, pursuant to section 23 of the *Financial Management Act 2006*, provides for the retention of some cash receipts by the Department. Refer to the Net Appropriation Determination table below for further information. Other receipts are retained under the authority of other relevant Acts of Parliament.

NET APPROPRIATION DETERMINATION [a]

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Sales of Goods and Services							
Development Application Panels Fees	1,163	1,701	1,701	1,701	1,701	1,701	1,701
Grants and Subsidies							
Grants and Subsidies	1,430	544	503	1,482	91	91	91
GST Receipts							
GST Receipts on Sales	416	1,488	1,488	1,488	1,488	1,488	1,488
GST Receipts from the Australian Taxation Office	1,688	2,852	2,852	2,852	2,852	2,852	2,852
Other Receipts							
Other Receipts	45	90	90	90	90	90	90
Receipts from Service Delivery Agreement	24,146	43,073	43,073	45,875	47,204	47,841	48,128
TOTAL	28,888	49,748	49,707	53,488	53,426	54,063	54,350

(a) The moneys received and retained are to be applied to the Department's services as specified in the Budget Statements.

DETAILS OF ADMINISTERED TRANSACTIONS

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
INCOME							
Other							
Administered Grants and Transfer Payments	-	-	-	-	91,288	-	-
Interest Revenue	290	-	89	41	-	-	-
Other Revenue	1,417	-	-	-	-	-	-
Profit on Disposal of Land	-	160	-	-	-	-	-
TOTAL ADMINISTERED INCOME	1,707	160	89	41	91,288	-	-
EXPENSES							
Grants to Charitable and Other Public Bodies							
Recurrent Grants and Subsidies	-	-	-	-	23,200	-	-
Other							
Interest Expense	1,905	1,874	1,240	1,324	622	-	-
Services and Contracts Expenses	53	162	225	-	957	-	-
Loss on Sale of Land	22,960	-	5,061	-	-	-	-
All Other Expenses	405	37	39	40	40	-	-
Net Assets Transferred Out	-	-	26,800	-	-	-	-
TOTAL ADMINISTERED EXPENSES	25,323	2,073	33,365	1,364	24,819	-	-

Agency Special Purpose Account Details

PERRY LAKES SPECIAL PURPOSE ACCOUNT

Account Purpose: The Perry Lakes Special Purpose Account was established under Section 41 of the Act and constituted under section 16 of the *Financial Management Act 2006*. The purpose of this account is to manage the financial provisions of the Act for the redevelopment of Perry Lakes for housing and the development of sporting facilities for athletics, basketball and rugby on the AK Reserve land. The sporting facilities have now been completed.

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000
Opening Balance	2,405	2,384	2,622	1,193
Receipts:				
Other	41,918	8,117	2,689	41
	44,323	10,501	5,311	1,234
Payments	41,701	8,129	4,118	260
CLOSING BALANCE	2,622	2,372	1,193	974

Metropolitan Redevelopment Authority

Part 6 Minister for Planning; Culture and the Arts

Asset Investment Program

The Authority is continuing to revitalise communities and create a distinctive sense of place that is transforming and redefining key areas of metropolitan Perth, namely Armadale, Central Perth, Midland, Subiaco and Scarborough.

In 2015-16, the Authority will invest:

- $88.2 million on the Elizabeth Quay project to complete the construction of the inlet, public domain and revitalisation of Barrack Street Jetty, including $7.5 million that will be spent for the provision of CBD Power Infrastructure undertaken at Elizabeth Quay;
- $37.7 million on Perth City Link to continue scheme servicing works and to commence the works program for Yagan Square;
- $27 million to continue redevelopment works for the Riverside project and commence public domain works for the Waterbank precinct;
- $2.9 million to undertake upgrade works at Perth Cultural Centre, including improvements to enhance the use of the public space;
- $23.5 million to continue development in the Midland area, including commencing civil works at future development sites in line with the Midland master plan;
- $29.3 million to continue initiatives in the Armadale area for the future redevelopment of the Kelmscott Town Centre and for the delivery of services infrastructure in City West and Forrestdale Business Park West to support private development; and
- $3 million on the Wungong Urban project to fund the continued civil works.

In addition to the Asset Investment Program, the Authority will invest $12.2 million in Scarborough on works as part of the implementation of the Scarborough master plan.

	Estimated Total Cost $'000	Estimated Expenditure to 30-6-15 $'000	2014-15 Estimated Expenditure $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
WORKS IN PROGRESS							
Armadale Redevelopment Area							
Armadale and Kelmscott Redevelopment Works	163,761	31,858	19,762	29,332	9,368	2,037	16,373
Wungong Urban Project	265,380	18,729	11,150	3,011	3,008	1,960	5,000
Central Perth Redevelopment Area							
East Perth Redevelopment Works	103,604	103,389	178	65	72	78	-
Elizabeth Quay							
CBD Power Infrastructure	15,000	7,500	7,500	7,500	-	-	-
Redevelopment Works	424,612	333,171	147,859	88,241	-	-	3,200
Perth City Link Redevelopment Works	194,757	62,446	21,364	37,741	48,573	12,364	7,071
Perth Cultural Centre Redevelopment Works	53,766	48,522	279	2,990	245	301	296
Riverside Redevelopment Works	133,609	78,050	19,882	27,025	10,022	7,070	3,042
Midland Redevelopment Area							
Redevelopment Works	97,811	37,009	17,351	23,530	2,335	7,272	17,133
Minor Asset Purchases	7,317	6,878	1,246	148	151	140	-
Subiaco Redevelopment Area							
Redevelopment Works	64,927	64,262	1,023	186	248	-	-
Total Cost of Asset Investment Program	1,524,544	791,814	247,594	219,769	74,022	31,222	52,115
FUNDED BY							
Capital Appropriation			148,074	63,000	-	-	-
Borrowings			180,454	178,983	166,343	66,997	74,914
Internal Funds and Balances			(80,934)	(22,214)	(92,321)	(35,775)	(22,799)
Total Funding			247,594	219,769	74,022	31,222	52,115

Appropriations, Expenses and Cash Assets

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
DELIVERY OF SERVICES							
Item 35 Net amount appropriated to deliver services	5,716	5,781	5,781	**7,763**	5,981	6,081	6,184
Amount Authorised by Other Statutes - Metropolitan Region Improvement Tax Act 1959	87,576	92,600	95,424	**98,112**	112,116	120,805	130,167
Total appropriations provided to deliver services	93,292	98,381	101,205	**105,875**	118,097	126,886	136,351
CAPITAL							
Item 125 Capital Appropriation	5,400	5,400	5,400	**5,400**	6,000	5,504	5,400
TOTAL APPROPRIATIONS	98,692	103,781	106,605	**111,275**	124,097	132,390	141,751
EXPENSES							
Total Cost of Services	49,115	49,216	59,995	**53,274**	50,949	51,086	52,086
Net Cost of Services [(a)]	(33,812)	16,140	26,919	**20,023**	16,448	18,593	18,398
CASH ASSETS [(b)]	212,323	247,358	255,171	**314,586**	390,358	471,625	519,850

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

(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2014-15 Budget to Parliament on 8 May 2014, are outlined below:

	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
15% Procurement Savings	-	(214)	(217)	-	-
2015-16 Streamlined Budget Process Incentive Funding	-	78	-	-	-
2015-16 Tariffs, Fees and Charges	-	(204)	(106)	246	806
Metropolitan Land Acquisition - Lowlands Project	9,579	-	-	-	-
Rockingham Housing Project	1,200	-	-	-	-
Strategic Assessment of the Perth and Peel Regions	-	1,817	-	-	-

Significant Issues Impacting the Agency

- A suite of strategic planning framework documents has been prepared to outline how the Perth and Peel regions can accommodate a population expected to reach 3.5 million people over the next 35 to 40 years. The documents clearly spell out future land uses through urban consolidation and development of a more considered, connected and consolidated urban form. These documents will be finalised following a period of public comment, and form the basis for the urban footprint of the Strategic Assessment Process being led by the Department of the Premier and Cabinet with input and support from the Department of Planning (the DoP).
- The reform initiatives outlined within the Planning Makes It Happen: Phase Two report are currently progressing. This includes the preparation of new Planning and Development (Local Planning Schemes) Regulations 2014 to provide for an improved process for preparing local planning schemes, the introduction of new risk-based scheme amendment processes and streamlined land use planning and development decisions.
- On behalf of the Commission, the DoP is leading the land use planning of Airport West and Forrestfield Station Precincts to provide for transit oriented development and land use intensification around the two station sites.
- The DoP on behalf of the Commission, in collaboration with the Department of State Development and LandCorp, will develop Improvement Plans and Improvement Schemes for a number of key Strategic Industrial Areas in the Pilbara (at Ashburton North, Anketell, and Maitland). The aim of this initiative is to define and implement a streamlined and responsive land use planning framework through which to facilitate large-scale resource projects that are vital to Western Australia's economy.
- Through the implementation of the regional planning and infrastructure frameworks and supporting Regional Development Blueprints and Growth Plan, the Commission will link planning decision making together with development and investment decision making.
- The Commission will continue to prioritise the acquisition of land for rail and other infrastructure corridors to address emerging congestion and infrastructure issues.
- The DoP is reviewing the 2007 Lower Great Southern Strategy as part of ensuring a robust and contemporary regional strategic planning framework is in place for the Great Southern region. The framework will provide coordinated consideration of infrastructure, economic, environmental, social and cultural elements in the Lower Great Southern region to guide its growth and development over the next 20 years.
- Estimates for the extension of the Metropolitan Region Improvement Fund (MRIF) collection to areas where region planning schemes apply, these include Peel and Greater Bunbury, have been included from 2016-17 onwards. However, this is subject to the passage to the amendments to the *Metropolitan Region Improvement Tax Act 1959* and the *Planning and Development Act 2005*.
- The extension of the Metropolitan Region Improvement Tax (MRIT) will provide assistance for the funding of the injurious affection compensation claims of landowners for acquisition of land reserved for the Peel and Greater Bunbury Region Schemes, this however will continue to be challenging pending a more sustainable funding mechanism contemplated under the Planning Reform Stage 2 being made available.
- The cost of managing regional open space with high conservation values in order to mitigate bush fire hazards in close proximity to urban areas is expected to increase in the forward estimates as the management requirements are better understood. Land use planning regulations and policies to improve bushfire risk management have been prepared as recommended by the 2011 Keelty report, A Shared Responsibility.
- In consultation with the City of Belmont, a planning study for land at Ascot will commence in 2015-16. The planning study will include the land comprising the heritage listed former Bristile Kilns to establish a viable project that appropriately protects and interprets these important heritage structures.
- The Coastal Zone Management program will continue to deliver sustainable development outcomes for the coastal zone area.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcome	Services
State Building – Major Projects: Building strategic infrastructure that will create jobs and underpin Western Australia's long-term economic development.	Land use planning and land use implementation strategies to guide the State's long-term urban settlement and economic development.	1. Statutory Planning 2. Strategic Planning 3. Asset Management

Service Summary

Expense	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
1. Statutory Planning	15,475	17,409	17,344	17,866	14,729	14,768	15,058
2. Strategic Planning	9,411	8,821	8,283	8,624	7,034	7,053	7,191
3. Asset Management	24,229	22,986	34,368	26,784	29,186	29,265	29,837
Total Cost of Services	49,115	49,216	59,995	53,274	50,949	51,086	52,086

Outcomes and Key Effectiveness Indicators [(a)]

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
Outcome: Land use planning and land use implementation strategies to guide the State's long-term urban settlement and economic development:					
The number of planning applications determined within set statutory parameters:					
Metropolitan Perth	2,528	2,760	2,973	2,560	1
Country Western Australia	682	925	679	640	1

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

Explanation of Significant Movements

(Notes)

1. The decrease between 2014-15 Budget and 2015-16 Budget Target is attributable to an expected slowdown in economic activity.

Services and Key Efficiency Indicators

1. Statutory Planning [(a)]

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

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	15,475	17,409	17,344	17,866	
Less Income	14,820	15,821	15,840	15,886	
Net Cost of Service	655	1,588	1,504	1,980	
Efficiency Indicators					
Determinations which were Processed Without a Successful Appeal	99%	99%	99%	99%	
Applications Processed within the Statutory Timeframes	79%	80%	88%	80%	
Average Cost per Application Determined	$3,686	$4,423	$4,187	$4,467	

(a) The staff undertaking the Commission's activities under a Service Delivery Agreement (SDA) are employed by the DoP, and appear as Full Time Equivalents (FTEs) in the DoP's Budget.

2. Strategic Planning [(a)]

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

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	9,411	8,821	8,283	8,624	
Less Income	2,864	2,571	2,591	2,571	
Net Cost of Service	6,547	6,250	5,692	6,053	
Efficiency Indicators					
Planning Decisions - Strategic, Environment, Industry, Infrastructure and Transport	185	180	197	197	
Client Satisfaction with Strategic Planning Activities (via Survey)	65%	75%	70%	75%	
Client Satisfaction with the Timeliness of Strategic Planning Activities (via Survey)	48%	60%	55%	60%	
Average Cost per Planning Decision - Strategic, Environment, Industry, Infrastructure and Transport	$50,870	$49,006	$42,046	$43,777	1

(a) The Staff undertaking the Commission's activities under a SDA are employed by the DoP, and appear as FTEs in the DoP's Budget.

Explanation of Significant Movements

(Notes)

1. Average Cost per Planning Decision – Strategic, Environment, Industry, Infrastructure and Transport for the 2015-16 Budget Target shows a decrease from the 2014-15 Budget as the forecasted level of planning decisions has increased due to higher-level of activity in this area.

3. Asset Management [(a)]

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

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	24,229	22,986	34,368	26,784	1
Less Income	65,243	14,684	14,645	14,794	
Net Cost of Service	(41,014)	8,302	19,723	11,990	
Efficiency Indicators					
Hectares Managed - Improvement Plans, Regional Roads and Other Uses (Includes Rental Properties)	3,389	3,450	3,380	3,390	
Hectares Managed - Parks and Recreational Reserves	10,684	10,550	10,500	10,550	
Management - Progress on Formulation and Implementation of Management Plans	n/a	n/a	n/a	n/a	
Acquisitions - Acceptances within Approved Range	100%	95%	97%	95%	
Disposals - Realised at in Excess of Reserved Price	100%	100%	100%	100%	
Acquisitions - Approved Schedule Acquired within Period	90%	100%	100%	100%	
Disposals - Approved Schedule Acquired within Period	132%	100%	128%	100%	2
Available Days Tenanted	97%	96%	95%	96%	
Approved Management Program Achieved	53%	93%	93%	93%	
Approved Management Plan Activities Achieved	53%	93%	93%	93%	
Average Cost per Hectare Managed	$1,722	$1,642	$2,476	$1,921	3

(a) The Staff undertaking the Commission's activities under a SDA are employed by the DoP, and appear as FTEs in the DoP's Budget.

Explanation of Significant Movements

(Notes)

1. The Total Cost of Service has increased by $11.4 million between the 2014-15 Budget and 2014-15 Estimated Actual due to one-off costs of the Rockingham Housing project ($1.2 million) and Main Roads Lowlands project ($9.6 million).

   The Total Cost of Service has increased by $3.8 million between the 2014-15 Budget and 2015-16 Budget Target mainly due to new planning initiatives under Areas Assistance Schemes and cost of service increases.

2. Disposals – Approved Schedule Acquired within Period has increased by 28% between the 2014-15 Budget and 2014-15 Estimated Actual due to extra sales generated from the identification of surplus land.

3. Average Cost per Hectare Managed has increased between the 2014-15 Budget and 2014-15 Estimated Actual due to one-off costs of the Rockingham Housing project ($1.2 million) and Main Roads Lowlands project impacting the Total Cost of Service.

   Average Cost per Hectare Managed has increased between the 2014-15 Budget and 2015-16 Budget Target due to new initiatives planned under the Areas Assistance Schemes ($1.3 million) and the cost of service.

Asset Investment Program

The Commission's 2015-16 Asset Investment Program of $40.3 million includes the acquisition of land reserved under the Metropolitan, Peel and Greater Bunbury Region Schemes and development of facilities on reserved land.

	Estimated Total Cost $'000	Estimated Expenditure to 30-6-15 $'000	2014-15 Estimated Expenditure $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
WORKS IN PROGRESS							
Buildings/Infrastructure	11,085	7,393	300	300	300	300	300
Other Minor Equipment	3,967	2,138	131	134	137	140	143
COMPLETED WORKS							
Acquisition of Land - 2014-15 Program	36,326	36,326	36,326	-	-	-	-
Fire Suppression Systems Workshops	2,900	2,900	1,900	-	-	-	-
Regional Land Acquisitions - 2014-15 Program	6,935	6,935	6,935	-	-	-	-
NEW WORKS							
Acquisition of Land							
2015-16 Program	34,471	-	-	34,471	-	-	-
2016-17 Program	34,186	-	-	-	34,186	-	-
2017-18 Program	31,836	-	-	-	-	31,836	-
2018-19 Program	74,300	-	-	-	-	-	74,300
Regional Land Acquisitions							
2015-16 Program	5,400	-	-	5,400	-	-	-
2016-17 Program	5,400	-	-	-	5,400	-	-
2017-18 Program	5,400	-	-	-	-	5,400	-
2018-19 Program	5,831	-	-	-	-	-	5,831
Total Cost of Asset Investment Program	258,037	55,692	45,592	40,305	40,023	37,676	80,574
FUNDED BY							
Capital Appropriation			5,400	5,400	6,000	5,504	5,400
Asset Sales			10,500	10,000	10,000	5,000	5,000
Internal Funds and Balances			29,692	24,905	24,023	27,172	70,174
Total Funding			45,592	40,305	40,023	37,676	80,574

Financial Statements

Income Statement

Expenses

The net increase in Total Cost of Services of $10.8 million between 2014-15 Budget and the 2014-15 Estimated Actual is due to expenditure on the Main Roads Lowlands project of $9.6 million and $1.2 million on the Rockingham Housing project.

The net increase of $4.1 million between the 2014-15 Budget and the 2015-16 Budget Estimate is due to an increase in Grants and Subsidies of $1.8 million for the Strategic Assessment of the Perth and Peel Regions (SAPPR) project and a net increase in the SDA of around $2.8 million.

Income

The $7.5 million increase in income from State Government from 2014-15 Budget to 2015-16 Budget Estimate is mainly due to the increase of the MRIT and $1.8 million appropriation of the SAPPR project.

Statement of Financial Position

The Commission's estimated total assets position reflects the outcome of land revaluations undertaken each year across Government.

The Commission's estimated total cash assets reflect the balance retained in the MRIF.

Statement of Cashflows

The increase in cash assets at the end of the reporting period in 2015-16 is due to an increase in revenue received from land sales and an increase cash inflow from the MRIT.

INCOME STATEMENT [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
COST OF SERVICES							
Expenses							
Employee benefits	64	-	-	-	-	-	-
Grants and subsidies [(b)]	4,026	900	11,679	1,817	-	-	-
Supplies and services	6,387	692	692	78	-	-	103
Accommodation	1,349	-	-	-	-	-	-
Depreciation and amortisation	3,270	3,600	3,600	3,600	3,500	3,000	3,300
Other expenses	34,019	44,024	44,024	47,779	47,449	48,086	48,683
TOTAL COST OF SERVICES	49,115	49,216	59,995	53,274	50,949	51,086	52,086
Income							
Sale of goods and services	14,866	15,546	15,546	15,611	15,951	16,333	16,888
Grants and subsidies	298	-	-	-	-	-	-
Other revenue	67,763	17,530	17,530	17,640	18,550	16,160	16,800
Total Income	82,927	33,076	33,076	33,251	34,501	32,493	33,688
NET COST OF SERVICES	(33,812)	16,140	26,919	20,023	16,448	18,593	18,398
INCOME FROM STATE GOVERNMENT							
Service appropriations	93,292	98,381	101,205	105,875	118,097	126,886	136,351
Resources received free of charge	3	-	-	-	-	-	-
TOTAL INCOME FROM STATE GOVERNMENT	93,295	98,381	101,205	105,875	118,097	126,886	136,351
SURPLUS/(DEFICIENCY) FOR THE PERIOD	127,107	82,241	74,286	85,852	101,649	108,293	117,953

(a) Full audited financial statements are published in the agency's Annual Report.
(b) Refer to the Details of Controlled Grants and Subsidies table below for further information.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Araluen Botanic Park	-	900	900	-	-	-	-
Coastal Zone Management	686	-	-	-	-	-	-
Dixon Road Precinct	75	-	-	-	-	-	-
Elizabeth Quay	2,360	-	-	-	-	-	-
Fremantle Outer Harbour Study	25	-	-	-	-	-	-
Investigative Studies of Coolgardie Avenue Ascot	200	-	-	-	-	-	-
Lowlands Project	-	-	9,579	-	-	-	-
Oakajee Corridor Study	177	-	-	-	-	-	-
Other	285	-	-	-	-	-	-
Rockingham Housing Project	-	-	1,200	-	-	-	-
Strategic Assessment of the Perth and Peel Regions	-	-	-	1,817	-	-	-
Tamworth Swamp	82	-	-	-	-	-	-
Transport Route Planning	136	-	-	-	-	-	-
TOTAL	4,026	900	11,679	1,817	-	-	-

STATEMENT OF FINANCIAL POSITION [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CURRENT ASSETS							
Cash assets	205,506	242,221	249,889	310,900	386,672	467,939	516,164
Restricted cash	6,817	5,137	5,282	3,686	3,686	3,686	3,686
Receivables	1,256	1,565	1,256	1,256	1,256	1,256	1,256
Other	1,872	2,226	1,872	1,872	1,872	1,872	1,872
Total current assets	215,451	251,149	258,299	317,714	393,486	474,753	522,978
NON-CURRENT ASSETS							
Holding account receivables	3,979	4,359	4,359	4,739	5,119	5,499	5,879
Property, plant and equipment	676,117	656,763	708,575	736,032	762,129	794,279	869,027
Total non-current assets	680,096	661,122	712,934	740,771	767,248	799,778	874,906
TOTAL ASSETS	895,547	912,271	971,233	1,058,485	1,160,734	1,274,531	1,397,884
CURRENT LIABILITIES							
Payables	95	1,518	95	95	95	95	95
Other	23,732	18,181	23,732	23,732	23,732	23,732	23,732
Total current liabilities	23,827	19,699	23,827	23,827	23,827	23,827	23,827
TOTAL LIABILITIES	23,827	19,699	23,827	23,827	23,827	23,827	23,827
EQUITY							
Contributed equity	3,997	2,800	5,397	6,797	7,397	12,901	18,301
Accumulated surplus/(deficit)	876,111	900,315	950,397	1,036,249	1,137,898	1,246,191	1,364,144
Reserves	33,926	31,770	33,926	33,926	33,926	33,926	33,926
Other	(42,314)	(42,313)	(42,314)	(42,314)	(42,314)	(42,314)	(42,314)
Total equity	871,720	892,572	947,406	1,034,658	1,136,907	1,250,704	1,374,057
TOTAL LIABILITIES AND EQUITY	895,547	912,271	971,233	1,058,485	1,160,734	1,274,531	1,397,884

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

STATEMENT OF CASHFLOWS [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	92,912	98,001	100,825	105,495	117,717	126,506	135,971
Capital appropriation	5,400	5,400	5,400	5,400	6,000	5,504	5,400
Receipts paid into Consolidated Account	(284)	-	-	-	-	-	-
Net cash provided by State Government	98,028	103,401	106,225	110,895	123,717	132,010	141,371
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(62)	-	-	-	-	-	-
Grants and subsidies	(5,806)	(900)	(11,679)	(1,817)	-	-	-
Supplies and services	(7,789)	(692)	(692)	(78)	-	-	(103)
Accommodation	(1,525)	-	-	-	-	-	-
Other payments	(32,361)	(47,320)	(47,320)	(50,861)	(50,753)	(51,390)	(51,987)
Receipts							
Grants and subsidies	926	-	-	-	-	-	-
Sale of goods and services	14,902	15,546	15,546	15,611	15,951	16,333	16,888
GST receipts	1,621	3,330	3,330	3,330	3,330	3,330	3,330
Other receipts	13,117	12,530	12,530	12,640	13,550	13,660	14,300
Net cash from operating activities	(16,977)	(17,506)	(28,285)	(21,175)	(17,922)	(18,067)	(17,572)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(47,522)	(44,057)	(45,592)	(40,305)	(40,023)	(37,676)	(80,574)
Proceeds from sale of non-current assets	16,802	10,000	10,500	10,000	10,000	5,000	5,000
Net cash from investing activities	(30,720)	(34,057)	(35,092)	(30,305)	(30,023)	(32,676)	(75,574)
NET INCREASE/(DECREASE) IN CASH HELD	50,331	51,838	42,848	59,415	75,772	81,267	48,225
Cash assets at the beginning of the reporting period	161,992	195,520	212,323	255,171	314,586	390,358	471,625
Cash assets at the end of the reporting period	212,323	247,358	255,171	314,586	390,358	471,625	519,850

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

Agency Special Purpose Account Details

METROPOLITAN REGION IMPROVEMENT SPECIAL PURPOSE ACCOUNT

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

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000
Opening Balance	145,000	199,000	199,000	237,000
Receipts:				
Appropriations	121,000	119,000	119,000	122,000
Payments	67,000	81,000	81,000	69,000
CLOSING BALANCE	199,000	237,000	237,000	290,000

Division 31 Culture and the Arts

Part 6 Minister for Planning; Culture and the Arts

Appropriations, Expenses and Cash Assets

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
DELIVERY OF SERVICES							
Item 36 Net amount appropriated to deliver services	38,319	35,337	36,027	**38,988**	38,988	37,529	37,782
Item 37 Art Gallery of Western Australia	15,155	8,608	8,604	**8,838**	8,964	9,135	9,235
Item 38 Library Board of Western Australia	32,376	30,369	31,633	**28,959**	28,106	29,469	30,286
Item 39 Perth Theatre Trust	14,278	13,357	13,302	**11,557**	11,461	12,164	12,267
Item 40 Western Australian Museum	30,230	23,187	23,449	**22,302**	22,174	22,019	21,981
Amount Authorised by Other Statutes							
- Lotteries Commission Act 1990	14,800	15,456	15,456	**16,192**	16,965	17,774	18,627
- Salaries and Allowances Act 1975	959	989	989	**1,019**	1,046	1,046	1,046
Total appropriations provided to deliver services	146,117	127,303	129,460	**127,855**	127,704	129,136	131,224
CAPITAL							
Item 126 Capital Appropriation	8,226	21,300	14,300	**33,560**	40,300	142,100	140,300
Item 127 Art Gallery of Western Australia	230	230	230	**230**	230	230	230
TOTAL APPROPRIATIONS	154,573	148,833	143,990	**161,645**	168,234	271,466	271,754
EXPENSES							
Total Cost of Services	180,090	162,864	168,694	**167,226**	166,918	169,883	164,618
Net Cost of Services [(a)]	135,378	126,941	133,369	**133,699**	134,711	138,114	132,044
CASH ASSETS [(b)]	73,884	83,521	71,246	**73,212**	76,091	76,591	76,591

(a) Represents Total Cost of Services (expenses) less retained revenues applied to the agency's services. Reconciliation to the 'Total appropriations provided to deliver services' includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2014-15 Budget to Parliament on 8 May 2014, are outlined below:

	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
1% General Government Efficiency Dividend	(600)	(1,000)	(1,000)	(1,000)	(1,000)
15% Procurement Savings	-	(1,952)	(2,016)	(1,715)	(1,715)
Adjustment to Leave Liability Cap	473	-	-	-	-
Albany Entertainment Centre	-	(58,986)	3,077	3,137	3,199
Depreciation	-	1,241	(209)	(580)	368
Funding for Arts Institutions					
Art Gallery of Western Australia	600	-	-	-	-
State Library of Western Australia	1,433	-	-	-	-
Western Australian Museum	2,142	-	-	-	-
Lotterywest Funding	-	-	-	-	1,280
Perth International Arts Festival - 'The Giants'	500	-	-	-	-
Revisions to Own Source Revenue Estimates	80	297	(1,799)	(1,240)	(879)
Royalties for Regions - 'Black Diggers' Regional Telecast	50	-	-	-	-
Targeted Voluntary Separation Scheme [(a)]	701	-	-	-	-
Workforce Renewal Policy	(118)	(971)	(2,000)	(3,094)	(4,254)

(a) Preliminary cost required to make payments to staff departing prior to the closure of the Targeted Voluntary Separation Scheme at 30 April 2015. The final cost of the Scheme will be known once staff leave the public sector and will be published in the 2014-15 Annual Report on State Finances. Agency savings flowing from the Scheme will be dependent on the final costs and will be allocated to agency budgets as part of the 2015-16 Mid-year Review.

Significant Issues Impacting the Agency

- The Culture and the Arts Portfolio has allocated maintenance and fit-for-purpose funding for asset maintenance and equipment upgrades at some of the State's flagship cultural venues. This is part of an annual equipment and asset upgrade program and in the coming year priority projects include lighting system upgrades at the Art Gallery of Western Australia (AGWA), His Majesty's Theatre and Perth Concert Hall (PCH). Significant limestone restoration works will continue at the Western Australia Museum's Shipwreck Galleries.

- Western Australia, along with Victoria, experienced the nation's highest average annual rate of growth in creative employment from 2006 to 2011. This growth is anticipated to continue, supported by the Department's investment in a targeted grants program, large scale metropolitan activities such as Artrage's Fringe World Festival, and the Department's investment in regional activity.

- The Department is coordinating the development of a high-level plan for the area between the PCH and Elizabeth Quay with the objective of activating the area.

- In January 2015, the Department launched an online grants system, a web portal that allows applicants to draft, submit, track and acquit their funding requests online. It is anticipated that the system will result in efficiencies while ensuring effective management of the State Government's investment in culture and the arts.

- The Department has introduced an Organisations Investment Program (OIP); a new model for investing in culture and the arts in Western Australia. Supported by the Culture Counts measurement system, the OIP provides for the sector to apply and account for public money at lower cost while providing Government a credible, transparent and benchmarked account of its investments.

- In 2015-16, the Department will be implementing a major funding boost for arts and cultural activity in regional Western Australia with the second year of the Royalties for Regions' Creative Regions program. The five schemes will enhance the viability of the arts and entertainment venues through funding for building upgrades, programming, business development and touring. It will also provide funding to strengthen regionally based arts and cultural organisations, and build the capacity of the State's Aboriginal Arts Centres.

- The Public Sector Commission's 2013 structural examination of the Culture and Arts Portfolio included a recommendation for the Minister to consider establishing an Arts Leadership Group, which was endorsed by the Minister in July 2014. The Group's role is to provide whole-of-sector consideration, advice and recommendations on culture and arts issues of strategic relevance to the Government and the sector. One of the key tasks for the group is to develop a Strategic Directions Framework for the period 2015-2030, which outlines the vision for the sector, and recognises its importance to the Western Australia economy and its contribution to making the State a more desirable place in which to invest, live, work and visit.

- The AGWA continues to build strong relationships with other agencies and the community to support the delivery of services and programs. Desert River Sea is a five year nationally significant project with long-term benefits to Kimberley Aboriginal communities made possible with an investment by Rio Tinto. Partnerships with the Fringe World Festival and the Perth International Arts Festival serve to further activate the Cultural Precinct and stimulate visitation and awareness.

- Increasingly, collection items acquired by the State Library through legal deposit, donation or purchase will be in a digital format. There is also a program to digitise important heritage collections to make them widely available. To adequately store and preserve these documents for future generations there is a need for a digital preservation management system. The State Library is investigating the available technology and processes, as well as opportunities for collaboration with other agencies as well as State libraries across Australia.

- Work has commenced on the upgrade of the Welshpool Collection and Research Centre as part of the first stage of the New Museum Project.

- The Western Australian Museum is working with the Mid West Development Commission on strategies to tell stories of the region, including the HMAS Sydney (II) and HSK Kormoran following the discovery of the wrecks in 2008.

- Works on the facades of the heritage buildings at the Perth site of the Western Australian Museum are continuing and are expected to be completed towards the end of the year, making way for the managing contractor coming onto site in 2016. A ‘people first’ approach to the New Museum has seen a series of community panels recently established:
  - a People’s Panel;
  - an Access and Inclusion Panel;
  - a Children and Young People Panel; and
  - a Teachers and Educators Panel, that will guide the museum experience and public engagement strategy.
- ScreenWest’s Production Attraction Scheme aims to boost the economic sustainability of the Western Australian screen industry by increasing the level of local, Australian and international productions made in Western Australia, and to promote the State as an international film brand and destination. In 2013-14, ScreenWest investment of $5 million leveraged productions with a total value of $34.6 million.
- ScreenWest has strategically focused on building relationships outside of Government to facilitate and secure more funding opportunities and co-production partnerships for the local screen industry. ScreenWest and the Department of State Development have been working together in China to forge relationships for the Western Australian and Chinese screen industries. This has had successful outcomes with a Western Australian-Chinese co-production having already produced two animated features, with a number of Western Australian companies in advanced stages of negotiations with Chinese companies to produce live action feature films.
- The Perth Theatre Trust (PTT) resumed direct management responsibility of venues on 1 January 2015 following the expiry of the contract with AEG Ogden (Perth) Pty Ltd. Under a new arrangement with the City of Perth and the Department, the West Australian Symphony Orchestra (WASO) has management responsibility for the PCH in 2015.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcomes	Services [(a)]
Results-Based Service Delivery: Greater focus on achieving results in key service delivery areas for the benefit of all Western Australians.	A sustainable arts and cultural sector that enhances social and economic wellbeing.	1. Arts Industry Support 2. Research, Policy Development, Information and Support
	Efficient and effective services to the Culture and Arts Portfolio and Government.	3. Corporate and Asset and Infrastructure Support to the Culture and Arts Portfolio and Government
	Government records and the State archives are appropriately managed and accessible.	4. State Information Management and Archival Services
	A sustainable screen industry that enhances cultural and economic wellbeing.	5. Screen Production Industry Development Support
	Western Australia's State Art Collection asset is developed, appropriately managed and preserved.	6. Cultural Heritage Management and Conservation
	Western Australia's State Art Collection and works of art on loan are accessible.	7. Cultural Heritage Access and Community Engagement and Education
	Western Australia's cultural and documentary collections are acquired, preserved and accessible.	8. Collection Services
	The Western Australian public library network is supported through access to library materials and services.	9. Public Library Services
	The Western Australian community benefits from engaging with the State Library's services.	10. Library, Literacy and Community Engagement
	Effectively managed performing arts venues attracting optimal utilisation.	11. Venue Management Services
	Sustainable care and development of the State's Museum collections for the benefit of present and future generations.	12. Collections Management, Research and Conservation Services 13. Collections Effectively Documented and Digitised
	Enhance cultural identity and understanding by promoting and ensuring the widest possible use of Museum content and collections.	14. Public Sites, Public Programs and Collections Accessed On-site 15. Online Access to Collections, Expertise and Programs 16. Museum Services to the Regions

(a) The Services relate to the Culture and Arts Portfolio agencies as follows: Service 1 to 3 – Department of Culture and the Arts; Service 4 – State Records Office; Service 5 – ScreenWest; Service 6 and 7 – Art Gallery of Western Australia; Service 8 to 10 – State Library of Western Australia; Service 11 – Perth Theatre Trust; and Service 12 to 16 – Western Australian Museum.

Service Summary [(a)]

Expense	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
1. Arts Industry Support	18,688	17,899	19,062	22,056	22,684	23,038	19,426
2. Research, Policy Development, Information and Support	14,673	14,064	14,977	17,329	17,823	18,102	15,264
3. Corporate and Asset and Infrastructure Support to the Culture and Arts Portfolio and Government	18,393	10,850	12,264	14,401	14,361	14,447	14,998
4. State Information Management and Archival Services	2,269	2,005	2,112	2,119	2,802	2,120	2,152
5. Screen Production Industry Development Support	13,980	13,290	13,572	13,673	14,090	14,550	14,991
6. Cultural Heritage Management and Conservation	1,242	1,320	1,114	1,133	1,074	1,143	1,329
7. Cultural Heritage Access and Community Engagement and Education	14,834	13,345	11,265	10,933	10,929	11,623	13,521
8. Collection Services	12,220	10,003	10,467	9,433	9,491	9,886	9,615
9. Public Library Services	16,280	14,983	15,679	14,131	14,218	14,809	14,404
10. Library, Literacy and Community Engagement	8,938	8,760	9,168	8,262	8,313	8,658	8,422
11. Venue Management Services	27,895	26,810	24,807	24,690	24,336	25,009	25,464
12. Collections Management, Research and Conservation Services	10,860	10,632	12,315	10,464	9,647	9,539	9,011
13. Collections Effectively Documented and Digitised	1,933	1,772	2,052	1,744	1,608	1,590	1,502
14. Public Sites, Public Programs and Collections Accessed On-site	12,609	10,928	12,657	10,754	9,915	9,804	9,262
15. Online Access to Collections, Expertise and Programs	398	591	684	581	536	530	501
16. Museum Services to the Regions	4,878	5,612	6,499	5,523	5,091	5,035	4,756
Total Cost of Services	180,090	162,864	168,694	167,226	166,918	169,883	164,618

(a) The Outcome Based Management reporting structure has been revised since the 2014-15 Budget.

Outcomes and Key Effectiveness Indicators [(a) (b)]

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
Outcome: A sustainable arts and cultural sector that enhances social and economic wellbeing:					
Number of Department funded works presented and/or developed (Annually)	5,968	6,000	6,000	6,000	
Number of paid attendances to funded organisations works	628,287	630,000	630,000	630,000	
Ratio of Government funding to other income	19.5%	19.6%	20%	20%	
Public value of the contribution of arts and culture to the State's identity and community [(c)]	73	73	73	73	
Outcome: Efficient and effective services to the Culture and Arts Portfolio and Government:					
Percentage of annual infrastructure maintenance budget expended on Portfolio infrastructure maintenance requirements	53.6%	n/a	57.2%	57.2%	
Outcome: Government records and the State archives are appropriately managed and accessible:					
Level of compliance with State Records Commission Standards as implemented by government agencies (%)	n/a	n/a	n/a	93%	
Percentage of archival resources to which the State Records Office provides an information service	23%	n/a	23%	22%	
Outcome: A sustainable screen industry that enhances cultural and economic wellbeing:					
Perceived value of the Western Australian screen industry to the Western Australian community	74%	77%	75%	75%	
The three-year rolling average gross value of film, television and digital media production supported by ScreenWest ($ million)	39.42	48.91	48.66	43.73	
The value of production generated for each dollar of ScreenWest investment ($ ratio)	6.90:1	6.41:1	8.73:1	5.56:1	1
Outcome: Western Australia's State Art Collection asset is developed, appropriately managed and preserved:					
Percentage of collection stored to the required standard	98.7%	96%	97%	97%	
Outcome: Western Australia's State Art Collection and works of art on loan are accessible:					
Number of people accessing the collection:					
Total number of visitors.	354,216	350,000	320,000	350,000	
Total number of online visitors to website	265,269	150,000	177,000	150,000	2
Percentage of visitors satisfied with visit overall	93%	94%	94%	93%	
Outcome: Western Australia's cultural and documentary collections are acquired, preserved and accessible:					
Percentage increase in items added to the collection	-23.1%	n/a	13.6%	1%	3
Proportion of heritage collections maintained within set standards	80%	n/a	80%	80%	
Percentage increase in the usage of the collections on-site and online	-1.6%	n/a	9.9%	2%	4
Outcome: The Western Australian public library network is supported through access to library materials and services:					
The extent to which Western Australians are provided with access to library materials [(d)]	0.57	n/a	0.61	0.62	
Outcome: The Western Australian community benefits from engaging with the State Library's services:					
Percentage of clients satisfied with the State Library's collections and services	90.8%	n/a	90%	90%	
Percentage of Western Australians who actively engage with the State Library's services	103%	n/a	97%	96%	

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
Outcome: Effectively managed performing arts venues attracting optimal utilisation:					
Attendance rate across principal performance spaces	512,212	419,512	409,407	250,000	5
Average subsidy per attendee for Perth Theatre Trust funded programs	$13	$10	$10	$12	6
Outcome: Sustainable care and development of the State's Museum collections for the benefit of present and future generations:					
Percentage of collection stored to the required standard	n/a	99%	99%	99%	
Percentage of the collection accessible online	n/a	11%	11%	15%	7
Proportion of the State collection documented and digitised	n/a	21%	21%	23%	
Outcome: Enhance cultural identity and understanding by promoting and ensuring the widest possible use of Museum content and collections:					
Number of people engaging with and accessing Museum content and collections:	927,014	1,915,492	1,915,492	1,839,775	8
Total number of visitors	927,014	904,963	904,963	739,775	8
Total number of online visitors to website	n/a	1,010,529	1,010,529	1,100,000	
Percentage of visitors to Museum sites satisfied with services	96%	97%	96%	96%	

(a) Further detail in support of the key effectiveness indicators is provided in the agency's Annual Report.
(b) The Outcome Based Reporting Structure has been revised since the 2014-15 Budget. Therefore, some Key Effectiveness Indicators cannot be backcast.
(c) This indicator is based on survey results and uses an index score as the measurement.
(d) This indicator relates to the proportion of access to new library materials.

Explanation of Significant Movements

(Notes)

1. The 2014-15 Estimated Actual ratio is higher than the 2015-16 Budget Target as more projects entered the principal photography stage during the financial year than originally forecast. The production budgets of these projects were higher in relation to ScreenWest's investment.

2. Website hits for 2014-15 are higher due to online ticketing for exhibition and special events, Year 12 Perspectives online catalogue and voting for People's Choice Award, which is not expected to occur in 2015-16.

3. In 2013-14, fewer items than usual were acquired. Receipt of heritage material can fluctuate and depends on when collections become available. The estimated number of items for 2014-15 reflects the impact of legal deposit implementation which will not reoccur in 2015-16.

4. There has been a significant increase in the use of digitised collections in 2014-15.

5. The significant drop in attendance numbers is as a result of:
   - the closure of His Majesty's Theatre for three months in 2015-16 due to work on the fire systems upgrade; and
   - the transfer of the management of the Perth Concert Hall to WASO, which took effect from 1 January 2015.

6. An improvement in 2015-16 is expected as increased attendances are anticipated to the PTT funded programs.

7. The Museum plans to publish online a number of the Aquatic Zoology collections in 2015-16.

8. Closure of the Perth site heritage buildings for refurbishment as part of the New Museum Project will result in reduced total number of visitors during 2015-16.

Services and Key Efficiency Indicators

1. Arts Industry Support

Supporting the delivery of arts and culture activities across Western Australia through funding programs and partnerships.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	18,688	17,899	19,062	22,056	1
Less Income	360	28	110	190	
Net Cost of Service	18,328	17,871	18,952	21,866	
Employees (Full Time Equivalents)	22	22	22	21	
Efficiency Indicators					
Grants Operations Expense as a Percentage of Direct Grants Approved	13.7%	12.4%	11.4%	9.4%	2

Explanation of Significant Movements

(Notes)

1. The increase in the Total Cost of Services in 2015-16 is related to the additional funding for the Royalties for Regions - Creative Regions programs.

2. The decrease in the grants operation expense is due to the increased grants program from funding for the Creative Regions programs.

2. Research, Policy Development, Information and Support

Contributing to the development of the State by delivering strong evidence-based Culture and the Arts policy, research and planning in order to achieve State Government outcomes.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	14,673	14,064	14,977	17,329	1
Less Income	282	22	87	149	
Net Cost of Service	14,391	14,042	14,890	17,180	
Employees (Full Time Equivalents)	17	17	17	17	
Efficiency Indicators					
Research, Policy Development, Information and Support Expense as a Percentage of Direct Grants Approved	10.7%	9.8%	8.9%	7.4%	2

Explanation of Significant Movements

(Notes)

1. The increase in the Total Cost of Services in 2015-16 is related to the additional funding for the Creative Regions programs.

2. The decrease in the grants operation expense is due to the increased grants program from funding for the Creative Regions programs.

3. Corporate and Asset and Infrastructure Support to the Culture and Arts Portfolio and Government

Managing cultural infrastructure on behalf of the Government of Western Australia and the provision of centralised services to the Culture and Arts Portfolio and other agencies.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	18,393	10,850	12,264	14,401	1
Less Income	407	159	475	475	
Net Cost of Service	17,986	10,691	11,789	13,926	
Employees (Full Time Equivalents) [(a)]	105	117	115	116	
Efficiency Indicators					
Average Cost of Service per Full Time Equivalent [(b)]	$14,807	$14,221	$14,859	$14,011	

(a) Full Time Equivalents (FTEs) for staff working on the New Museum Project are included in this service. The cost of the New Museum Project is capitalised and not included in the Total Cost of Services.
(b) The Average Cost of Service per Full Time Equivalent incorporates the FTEs for the whole Culture and the Arts Portfolio. The total FTEs has been backcast for comparative purposes to account for the New Venue Management Model.

Explanation of Significant Movements

(Notes)

1. The increase in Total Cost of Services in 2015-16 is mainly a result of the allocation of the Global Maintenance and Fit-for-Purpose Maintenance Program.

4. State Information Management and Archival Services

State Information Management and Archival Services which consists of a regulatory/advisory component for all government organisations, as well as management of and access to the State Archives Collection.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	2,269	2,005	2,112	2,119	
Less Income	135	39	105	55	
Net Cost of Service	2,134	1,966	2,007	2,064	
Employees (Full Time Equivalents)	21	21	21	21	
Efficiency Indicators					
Cost per Access Service [(a)]	$8	$8	$7	$7	

(a) 50% of Cost per Access Service relate to Archival Services (not whole-of-office).

5. Screen Production Industry Development Support

Delivery of strategic support and funding to advance the development of the screen production industry in Western Australia.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	13,980	13,290	13,572	13,673	
Less Income	10,604	9,479	9,786	9,839	
Net Cost of Service	3,376	3,811	3,786	3,834	
Employees (Full Time Equivalents)	21	20	22	20	
Efficiency Indicators					
Grants Operations Expense as a Percentage of Direct Grants Approved	11.7%	16.1%	13.9%	13.7%	

6. Cultural Heritage Management and Conservation

Provides appropriate management, development and care of the State's Art Collection asset under the *Art Gallery Act 1959*.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	1,242	1,320	1,114	1,133	
Less Income	576	571	377	361	
Net Cost of Service	666	749	737	772	
Employees (Full Time Equivalents)	5	5	5	5	
Efficiency Indicators					
Average Cost of Managing the Collection per Art Gallery Object	$72.06	$75.97	$64.12	$64.87	

7. Cultural Heritage Access and Community Engagement and Education

Provides access and interpretation of the State Art Collection and works of art on loan through art gallery services that encourage community engagement with the visual arts in accordance with the *Art Gallery Act 1959*.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	14,834	13,345	11,265	10,933	1
Less Income	6,888	5,768	3,812	3,831	1
Net Cost of Service	7,946	7,577	7,453	7,102	
Employees (Full Time Equivalents)	53	51	50	51	
Efficiency Indicators					
Average Cost of Art Gallery Services per Art Gallery Access	$23.95	$26.69	$22.53	$21.87	

Explanation of Significant Movements

(Notes)

1. The decrease in Total Cost of Services and Income in 2015-16 against the 2014-15 Budget is due to the early completion of the Museum of Modern Art (MoMA) exhibition series.

8. Collection Services

Ensuring Western Australia's documentary collections are acquired, preserved and made accessible for future generations.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	12,220	10,003	10,467	9,433	1
Less Income	659	524	582	536	
Net Cost of Service	11,561	9,479	9,885	8,897	
Employees (Full Time Equivalents)	83	91	82	89	
Efficiency Indicators					
Cost per New Item Added to the Collection	$431.70	n/a	$325.39	$291.15	2

Explanation of Significant Movements

(Notes)

1. The decrease in Total Cost of Services in 2015-16 is mainly due to one-off funding to meet cost pressures in 2014-15.

2. The decrease in Costs per New Item Added to the Collection reflects the increase in items received in 2014-15 under legal deposit and the lower Total Cost of Services.

9. Public Library Services

Supporting the Public library network through facilitating access to library material and services.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	16,280	14,983	15,679	14,131	1
Less Income	876	784	873	802	
Net Cost of Service	15,404	14,199	14,806	13,329	
Employees (Full Time Equivalents)	34	37	33	36	
Efficiency Indicators					
Average Cost of Administering Services to Public Libraries [(a)]	$70,476	n/a	$67,582	$60,909	1

(a) The Average Cost of Administering Services to Public Libraries includes the cost of depreciation for public library materials.

Explanation of Significant Movements

(Notes)

1. The decrease in Total Cost of Services in 2015-16 is mainly due to one-off funding to meet cost pressures in 2014-15.

10. Library, Literacy and Community Engagement

Ensuring that the State Library acts as a community hub in delivering literacy and learning outcomes to the Western Australian community.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	8,938	8,760	9,168	8,262	1
Less Income	480	459	510	469	
Net Cost of Service	8,458	8,301	8,658	7,793	
Employees (Full Time Equivalents)	52	57	51	56	
Efficiency Indicators					
Cost per Engagement with State Library of Western Australia Services	$3.40	n/a	$3.69	$3.33	

Explanation of Significant Movements

(Notes)

1. The decrease in Total Cost of Services in 2015-16 is mainly due to one-off funding to meet cost pressures in 2014-15.

11. Venue Management Services

Endeavour to improve attendances and venue activation and therefore financial returns for the PTT, whilst ensuring that the buildings owned and leased by PTT are fit-for-purpose and managed appropriately.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	27,895	26,810	24,807	24,690	
Less Income	15,183	12,849	10,888	11,336	
Net Cost of Service	12,712	13,961	13,919	13,354	
Employees (Full Time Equivalents) [(a)]	116	120	114	120	
Efficiency Indicators					
Average Cost per Attendee	$54.46	$63.91	$60.59	$98.76	1

(a) FTEs for 2013-14 and 2014-15 include estimates of venues' employees for comparison to the new Venue Management Model.

Explanation of Significant Movements

(Notes)

1. The increase in Average Cost per Attendee is a result of the significant drop in attendance numbers resulting from:
   - the closure of His Majesty's Theatre for three months in 2015-16 due to work on the fire systems upgrade; and
   - PCH figures are not being recorded from 1 January 2015 as the WASO now manages the venue.

12. Collections Management, Research and Conservation Services

Sustainable care and development of the State's collections for the benefit of present and future generations by ensuring that the collections are actively managed, researched and conserved.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	10,860	10,632	12,315	10,464	1
Less Income	2,539	1,939	2,857	2,029	2
Net Cost of Service	8,321	8,693	9,458	8,435	
Employees (Full Time Equivalents)	65	67	67	65	
Efficiency Indicators					
Average Cost per Object of Managing the Museum Collection	$1.36	$1.33	$1.54	$1.30	3

Explanation of Significant Movements

(Notes)

1. The decrease in Total Cost of Services in 2015-16 is mainly due to one-off funding to meet cost pressures in 2014-15.

2. The decrease in revenue in 2015-16 is due to an expected reduction in exhibition revenue.

3. The decrease in average cost in 2015-16 is mainly due to one-off funding to meet cost pressures in 2014-15.

13. Collections Effectively Documented and Digitised

Sustainable care and development of the State's collections for the benefit of present and future generations by ensuring that the collections are effectively documented and digitised.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	1,933	1,772	2,052	1,744	1
Less Income	448	314	463	329	2
Net Cost of Service	1,485	1,458	1,589	1,415	
Employees (Full Time Equivalents)	11	11	11	11	
Efficiency Indicators					
Average Cost per Object of Documenting and Digitising the State Collection [(a)]	n/a	$1.04	$1.21	$0.94	3

(a) There is no comparable data available for this Efficiency Indicator for 2013-14.

Explanation of Significant Movements

(Notes)

1. The decrease in Total Cost of Services in 2015-16 is mainly due to one-off funding to meet cost pressures in 2014-15.

2. The decrease in revenue in 2015-16 is due to an expected reduction in exhibition revenue.

3. The average cost has reduced due to an increased number of items documented and digitised along with the reduction in the Total Cost of Services in 2015-16.

14. Public Sites, Public Programs and Collections Accessed On-site

Enhanced cultural identity and understanding by promoting and ensuring the widest possible use of and contribution to Museum content and collections through public sites, public and educational programs.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	12,609	10,928	12,657	10,754	1
Less Income	4,407	2,359	3,474	2,468	2
Net Cost of Service	8,202	8,569	9,183	8,286	
Employees (Full Time Equivalents)	67	70	68	68	
Efficiency Indicators					
Average Cost of Museum Services per Museum Access [(a)]	$17.97	$16.95	$19.63	$21.91	3

(a) The Average Cost of Museum Services per Museum Access is not comparable to last year's cost per access. The current cost per access measures the cost of access for the public sites, public programs and collections accessed on-site only and excludes the other services.

Explanation of Significant Movements

(Notes)

1. The decrease in Total Cost of Services is mainly due to one-off funding to meet cost pressures in 2014-15.

2. The decrease in revenue in 2015-16 is due to an expected reduction in exhibition revenue.

3. The increased average Cost of Museum Services per Museum Access is due to a lower number of accesses expected in 2015-16.

15. Online Access to Collections, Expertise and Programs.

Enhanced cultural identity and understanding by promoting and ensuring the widest possible use of and contribution to Museum content and collections delivered through online access to the collections, expertise and programs.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	398	591	684	581	1
Less Income	6	-	-	-	
Net Cost of Service	392	591	684	581	
Employees (Full Time Equivalents)	4	4	4	4	
Efficiency Indicators					
Average Cost of Museum Services per Museum Access [(a)]	n/a	$0.58	$0.68	$0.53	

(a) There is no comparable data available for this Efficiency Indicator for 2013-14.

Explanation of Significant Movements

(Notes)

1. The decrease in Total Cost of Services is mainly due to one-off funding to meet cost pressures in 2014-15.

16. Museum Services to the Regions

Enhanced cultural identity and understanding by promoting and ensuring the widest possible use of and contribution to Museum content and collections through regional access to the collections, expertise and programs.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	4,878	5,612	6,499	5,523	1
Less Income	862	629	926	658	2
Net Cost of Service	4,016	4,983	5,573	4,865	
Employees (Full Time Equivalents)	34	36	35	35	
Efficiency Indicators					
Average Cost per Access	$21.63	$21.58	$24.99	$22.19	3

Explanation of Significant Movements

(Notes)

1. The decrease in Total Cost of Services in 2015-16 is mainly due to one-off funding to meet cost pressures in 2014-15.

2. The decrease in revenue in 2015-16 is due to an expected reduction in exhibition revenue.

3. The decrease in average cost in 2015-16 is mainly due to one-off funding to meet cost pressures in 2014-15.

Asset Investment Program

To support the delivery of the portfolio's services, a total of $44.8 million is budgeted to be spent on asset investment in 2015-16, including the following:

- $32 million to continue the delivery of the New Museum Project at an estimated total cost of $428.3 million;
- library materials of $10.8 million for the Public and State Reference Library;
- asset replacement of $0.5 million for information technology system delivery; and
- ongoing funding of $0.2 million for the Art Gallery Art Acquisition Fund.

	Estimated Total Cost $'000	Estimated Expenditure to 30-6-15 $'000	2014-15 Estimated Expenditure $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
WORKS IN PROGRESS							
Department - New State Museum	428,300	19,000	15,821	32,000	39,000	140,000	140,000
COMPLETED WORKS							
Art Gallery - Art Acquisition							
2010-11 Program	230	230	127	-	-	-	-
2011-12 Program	230	230	230	-	-	-	-
2012-13 Program	230	230	230	-	-	-	-
2013-14 Program	230	230	230	-	-	-	-
2014-15 Program	230	230	230	-	-	-	-
Department							
Global Provision - 2014-15 Program	500	500	500	-	-	-	-
New State Museum - Planning	2,535	2,535	204	-	-	-	-
Library							
Public Library Materials							
2012-13 Program	9,235	9,235	1,698	-	-	-	-
2014-15 Program	9,502	9,502	9,502	-	-	-	-
State Reference Library Materials							
2012-13 Program	1,098	1,098	861	-	-	-	-
2013-14 Program	1,122	1,122	359	-	-	-	-
2014-15 Program	1,068	1,068	1,068	-	-	-	-
Museum - Kalgoorlie-Boulder Museum Storage	200	200	200	-	-	-	-

	Estimated Total Cost $'000	Estimated Expenditure to 30-6-15 $'000	2014-15 Estimated Expenditure $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
NEW WORKS							
Art Gallery - Art Acquisition							
2015-16 Program	230	-	-	230	-	-	-
2016-17 Program	230	-	-	-	230	-	-
2017-18 Program	230	-	-	-	-	230	-
2018-19 Program	230	-	-	-	-	-	230
Department							
Global Provision							
2015-16 Program	500	-	-	500	-	-	-
2016-17 Program	500	-	-	-	500	-	-
2017-18 Program	500	-	-	-	-	500	-
2018-19 Program	500	-	-	-	-	-	500
Improvement of Culture and Arts Service Delivery Infrastructure - Fit-for-Purpose	3,800	-	-	1,000	1,000	1,800	-
The Decommissioning of the Office of Shared Services - Upgrades	260	-	-	260	-	-	-
Library							
Public Library Materials							
2015-16 Program	9,710	-	-	9,710	-	-	-
2016-17 Program	9,924	-	-	-	9,924	-	-
2017-18 Program	10,074	-	-	-	-	10,074	-
2018-19 Program	10,074	-	-	-	-	-	10,074
State Reference Library Materials							
2015-16 Program	1,091	-	-	1,091	-	-	-
2016-17 Program	1,116	-	-	-	1,116	-	-
2017-18 Program	1,198	-	-	-	-	1,198	-
2018-19 Program	1,198	-	-	-	-	-	1,198
Total Cost of Asset Investment Program	506,075	45,410	31,260	44,791	51,770	153,802	152,002
FUNDED BY							
Capital Appropriation			14,530	33,790	40,530	142,330	140,530
Drawdowns from the Holding Account			10,770	11,001	11,240	11,472	11,472
Internal Funds and Balances			5,960	-	-	-	-
Total Funding			31,260	44,791	51,770	153,802	152,002

Financial Statements

Income Statement

Expenses

The Income Statement shows that the Total Cost of Services for the 2015-16 Budget Estimate is comparable with the 2014 15 Estimated Actual.

Income

The estimated income has decreased by $1.8 million (5.1%) for the 2015-16 Budget Estimate compared to the 2014-15 Estimated Actual.

This decrease is due to a reduction in sale of goods and services revenue of $1.1 million together with one-off project grants received in 2014-15 being reduced by $0.6 million.

Statement of Financial Position

The total equity is expected to increase by $53.7 million (4.1%) between the 2014-15 Estimated Actual and the 2015-16 Budget Estimate. This reflects a projected increase in total assets of $52.3 million (3.9%). The expected increase in assets is mainly attributable to increases in non-current assets:

- property, plant and equipment ($33.6 million);
- other fixed assets ($10.4 million); and
- holding account receivables for approved future asset replacement ($6.2 million).

INCOME STATEMENT [a]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
COST OF SERVICES							
Expenses							
Employee benefits [b]	69,869	62,173	67,758	67,310	67,968	68,302	68,247
Grants and subsidies [c]	39,396	40,017	40,467	45,421	46,684	47,261	41,602
Supplies and services	23,311	23,770	18,318	15,047	13,450	15,392	14,771
Accommodation	16,720	11,692	15,988	14,217	14,410	14,522	14,608
Depreciation and amortisation	20,735	18,370	18,370	17,412	16,317	17,981	18,929
Other expenses	10,059	6,842	7,793	7,819	8,089	6,425	6,461
TOTAL COST OF SERVICES	180,090	162,864	168,694	167,226	166,918	169,883	164,618
Income							
Sale of goods and services	21,558	18,608	15,948	14,866	13,551	13,651	13,915
Grants and subsidies	11,164	9,038	11,478	10,860	10,955	10,356	10,800
Other revenue	11,990	8,277	7,899	7,801	7,701	7,762	7,859
Total Income	44,712	35,923	35,325	33,527	32,207	31,769	32,574
NET COST OF SERVICES	135,378	126,941	133,369	133,699	134,711	138,114	132,044
INCOME FROM STATE GOVERNMENT							
Service appropriations	146,117	127,303	129,460	127,855	127,704	129,136	131,224
Resources received free of charge	692	5	683	683	683	683	683
Royalties for Regions Fund:							
Regional Community Services Fund	713	3,227	6,503	8,519	9,003	8,795	637
TOTAL INCOME FROM STATE GOVERNMENT	147,522	130,535	136,646	137,057	137,390	138,614	132,544
SURPLUS/(DEFICIENCY) FOR THE PERIOD	12,144	3,594	3,277	3,358	2,679	500	500

(a) Full audited financial statements are published in the agency's Annual Report.
(b) The Full Time Equivalents for 2013-14 Actual, 2014-15 Estimated Actual and 2015-16 Budget Estimate are 710, 717 and 735 respectively. In some cases the figures for 2013-14 and 2014-15 may differ from previously published figures due to changes in calculation methodology.
(c) Refer to the Details of Controlled Grants and Subsidies table below for further information.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Arts Organisations, Projects and Programs	26,812	26,114	25,765	26,864	27,637	28,196	29,440
Film Projects and Screen Organisations	11,253	10,066	11,560	11,245	11,245	11,263	11,690
Other	1,331	1,837	557	472	472	472	472
Royalties for Regions							
Creative Regions Program	-	2,000	2,500	6,840	7,330	7,330	-
Regional Art Galleries	-	-	85	-	-	-	-
TOTAL	39,396	40,017	40,467	45,421	46,684	47,261	41,602

STATEMENT OF FINANCIAL POSITION [a]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CURRENT ASSETS							
Cash assets	37,550	48,015	34,963	38,858	41,510	41,769	41,514
Restricted cash	28,937	28,016	30,893	28,964	28,964	28,964	28,964
Holding account receivables	10,770	11,001	11,001	11,240	11,472	11,472	11,472
Receivables	3,365	3,604	3,365	3,365	3,365	3,365	3,365
Other	4,240	3,548	4,240	4,240	4,240	4,240	4,240
Total current assets	84,862	94,184	84,462	86,667	89,551	89,810	89,555
NON-CURRENT ASSETS							
Holding account receivables	77,158	84,527	84,527	90,699	95,544	102,053	109,510
Property, plant and equipment	456,473	459,426	474,816	508,415	548,849	690,602	832,500
Intangibles	1,706	992	1,187	1,158	1,076	991	906
Restricted cash	2,007	2,108	-	-	227	468	723
Other [b]	691,324	1,014,399	703,101	713,462	724,890	735,547	743,492
Total non-current assets	1,228,668	1,561,452	1,263,631	1,313,734	1,370,586	1,529,661	1,687,131
TOTAL ASSETS	1,313,530	1,655,636	1,348,093	1,400,401	1,460,137	1,619,471	1,776,686
CURRENT LIABILITIES							
Employee provisions	8,282	6,602	7,810	7,772	7,734	7,734	7,734
Payables	32,423	11,379	32,434	32,483	32,456	32,449	31,942
Other	7,094	36,262	7,347	5,906	6,133	6,140	6,147
Total current liabilities	47,799	54,243	47,591	46,161	46,323	46,323	45,823
NON-CURRENT LIABILITIES							
Employee provisions	2,843	4,252	3,096	3,134	3,172	3,172	3,172
Other	1,435	1,418	1,435	1,435	1,435	1,435	1,435
Total non-current liabilities	4,278	5,670	4,531	4,569	4,607	4,607	4,607
TOTAL LIABILITIES	52,077	59,913	52,122	50,730	50,930	50,930	50,430
EQUITY							
Contributed equity	317,459	337,734	331,989	365,779	406,309	548,639	689,169
Accumulated surplus/(deficit) [c]	325,648	328,269	327,950	330,333	332,037	331,562	331,087
Reserves [c]	618,346	929,720	636,032	653,559	670,861	688,340	706,000
Total equity	1,261,453	1,595,723	1,295,971	1,349,671	1,409,207	1,568,541	1,726,256
TOTAL LIABILITIES AND EQUITY	1,313,530	1,655,636	1,348,093	1,400,401	1,460,137	1,619,471	1,776,686

(a) Full audited financial statements are published in the agency's Annual Report.
(b) Includes collections held by the Art Gallery of Western Australia and Western Australian Museum.
(c) Accumulated surplus/(deficit) does not agree to the aggregate of surplus/(deficiency) for the period and surplus/(deficiency) as at the end of the previous reporting period due to Bequests and Donated Works of Art income being transferred to reserves in the Statement of Financial Position ($975,000) in the years from 2014-15 to 2018-19. The figure was $1.1 million in the 2013-14 Actuals.

STATEMENT OF CASHFLOWS [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	125,478	108,933	111,090	110,443	111,387	111,155	112,295
Capital appropriation	8,456	21,530	14,530	33,790	40,530	142,330	140,530
Holding account drawdowns	10,760	10,770	10,770	11,001	11,240	11,472	11,472
Royalties for Regions Fund:							
Regional Community Services Fund	713	3,227	6,503	8,519	9,003	8,795	637
Net cash provided by State Government	145,407	144,460	142,893	163,753	172,160	273,752	264,934
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(70,019)	(62,360)	(67,664)	(68,975)	(68,289)	(68,302)	(68,247)
Grants and subsidies	(40,097)	(40,017)	(40,467)	(45,421)	(46,684)	(47,261)	(41,602)
Supplies and services	(22,081)	(23,854)	(16,096)	(12,256)	(10,494)	(12,401)	(12,277)
Accommodation	(17,412)	(12,192)	(16,488)	(15,717)	(16,410)	(14,522)	(14,608)
Other payments	(25,358)	(22,584)	(19,073)	(18,577)	(19,555)	(30,802)	(30,092)
Receipts [(b)]							
Grants and subsidies	10,601	9,038	11,478	10,860	10,955	10,356	10,800
Sale of goods and services	21,637	18,608	15,948	14,866	13,542	13,651	13,915
GST receipts	11,821	16,207	11,995	12,226	13,601	23,947	23,198
Other receipts	7,306	8,352	6,096	5,998	5,823	5,884	5,981
Net cash from operating activities	(123,602)	(108,802)	(114,271)	(116,996)	(117,511)	(119,450)	(112,932)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(20,895)	(33,050)	(31,260)	(44,791)	(51,770)	(153,802)	(152,002)
Net cash from investing activities	(20,895)	(33,050)	(31,260)	(44,791)	(51,770)	(153,802)	(152,002)
NET INCREASE/(DECREASE) IN CASH HELD	910	2,608	(2,638)	1,966	2,879	500	-
Cash assets at the beginning of the reporting period	72,974	80,913	73,884	71,246	73,212	76,091	76,591
Cash assets at the end of the reporting period	73,884	83,521	71,246	73,212	76,091	76,591	76,591

(a) Full audited financial statements are published in the agency's Annual Report.
(b) A determination by the Treasurer, pursuant to section 23 of the *Financial Management Act 2006*, provides for the retention of some cash receipts by the Department. Refer to the Net Appropriation Determination table below for further information. Other receipts are retained under the authority of other relevant Acts of Parliament.

NET APPROPRIATION DETERMINATION [(a)]

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
GST Receipts							
GST Input Credits	8,006	13,731	8,840	9,299	10,809	21,200	20,373
GST Receipts on Sales	3,815	2,476	3,155	2,927	2,792	2,747	2,825
Other Receipts							
Rental Income from King Street Arts Centre	230	230	229	230	230	230	230
TOTAL	12,051	16,437	12,224	12,456	13,831	24,177	23,428

(a) The moneys received and retained are to be applied to the Department's services as specified in the Budget Statements.

Part 7
Minister for Police; Road Safety; Training and Workforce Development; Women's Interests

Summary of Portfolio Appropriations

Page	Agency	2014-15 Budget $'000	2014-15 Estimated Actual '000	2015-16 Budget Estimate '000
363	Western Australia Police			
	– Delivery of Services	1,253,678	1,223,881	1,270,649
	– Capital Appropriation	69,969	35,410	44,632
	Total	1,323,647	1,259,291	1,315,281
375	Training and Workforce Development			
	– Delivery of Services	424,110	438,686	386,681
	– Capital Appropriation	720	1,474	8,279
	Total	424,830	440,160	394,960
	GRAND TOTAL			
	– Delivery of Services	1,677,788	1,662,567	1,657,330
	– Capital Appropriation	70,689	36,884	52,911
	Total	**1,748,477**	**1,699,451**	**1,710,241**

Division 32 Western Australia Police

Part 7 Minister for Police; Road Safety; Training and Workforce Development; Women's Interests

Appropriations, Expenses and Cash Assets

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
DELIVERY OF SERVICES							
Item 41 Net amount appropriated to deliver services	1,176,784	1,249,288	1,219,491	**1,266,145**	1,320,259	1,348,157	1,374,035
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	4,192	4,390	4,390	**4,504**	4,622	4,742	4,742
Total appropriations provided to deliver services	1,180,976	1,253,678	1,223,881	**1,270,649**	1,324,881	1,352,899	1,378,777
CAPITAL							
Item 128 Capital Appropriation	3,553	69,969	35,410	**44,632**	33,289	30,882	32,873
TOTAL APPROPRIATIONS	1,184,529	1,323,647	1,259,291	**1,315,281**	1,358,170	1,383,781	1,411,650
EXPENSES							
Total Cost of Services	1,246,142	1,343,493	1,304,685	**1,357,591**	1,409,991	1,430,099	1,455,094
Net Cost of Services [(a)]	1,184,381	1,280,059	1,239,957	**1,292,481**	1,347,301	1,369,081	1,394,076
CASH ASSETS [(b)]	103,107	76,804	81,508	**46,135**	50,311	54,514	58,717

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

(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2014-15 Budget to Parliament on 8 May 2014, are outlined below:

	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
1% General Government Efficiency Dividend	(8,900)	(12,400)	(13,000)	(13,200)	(12,984)
15% Procurement Savings	-	(11,566)	(11,190)	(10,686)	(10,392)
Armadale Justice Complex - Planning	-	200	-	-	-
Asset Investment Program Efficiency Measure	(6,940)	-	-	-	-
Capping of Leave Liabilities at 2011-12 Levels	(265)	-	-	-	-
CCTV Network Infrastructure Fund	-	2,000	2,000	-	-
Growth Funding					
Boost to Police Resources - Additional 550	-	-	-	-	5,324
Salary Increments for 2008 Election Additional Program	-	-	-	-	575
ICT Savings and Reform	(3,485)	(7,145)	(7,323)	(7,506)	-
Mental Health Court Diversion Program	-	219	-	-	-
Non-Government Human Services Sector Indexation Adjustment	(8)	-	-	(8)	-
Revision to Own Source Revenue Estimates					
Commonwealth Revenue	(1,914)	(1,914)	(1,914)	(1,914)	(1,914)
Drug Detection Dog	36	27	27	-	-
Fees and Charges	(300)	(140)	(140)	(140)	(140)
National Anti-Gang Squad	724	476	487	-	-
Sunday Courts (Rapid Justice)	79	81	83	85	87

	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Road Trauma Trust Account					
Adjustments	(1,421)	(1,840)	-	-	-
Enhanced Automated Speed Enforcement	1,334	2,228	-	-	-
Speed Camera Replacement	-	1,688	-	-	-
Royalties for Regions					
Community Safety Network	-	1,302	1,456	1,975	6,265
Regional Incentive Scheme	(500)	-	-	1,238	-
Transfer of Fit-out From Department of Finance - Depreciation	-	960	352	-	-
Workforce Renewal Policy	(622)	(5,107)	(10,477)	(16,115)	(22,031)

Significant Issues Impacting the Agency

- Western Australia Police continues to address the challenges of providing quality policing services in an environment of increasing demand for services and population growth. The continuation of Frontline 2020 is aimed at making extensive reforms to its structure and service delivery, including the ongoing implementation of a new police operating model and the adoption of evidence based policing to effectively deal with these challenges.
- Western Australia Police continues to focus its traffic enforcement effort on driver behaviour that contributes to fatal and serious crashes. Effort on camera operations and enforcement activities continue to target recidivist offenders and hotspot locations, together with campaigns that influence poor driver behaviours.
- The policing of drug related offences is a high priority for Western Australia Police, given it is a significant driver for other offending and has a substantial negative impact on the wider community. Coordinated strategies utilising interagency partnerships and improved internal processes are essential for effective policing of this crime type.
- The threat of terrorism has been heightened in the recent past and Western Australia Police is working with various national agencies to deal with this threat. As a consequence, increased levels of effort and security measures have been assigned to counter terrorism.
- A significant issue for Western Australia Police is the management of police officers that have become non-operational due to illness or injury, affecting officer availability and deployment options. The continuation of the Workforce Optimisation Project will review workforce management practices to enable Western Australia Police to increase frontline capacity to better serve the community.
- Workforce attraction, retention, diversity and structure continue to be significant issues facing Western Australia Police. An adaptive workforce mix will provide the Western Australia Police with the opportunity for tasks to be more efficiently undertaken and enabling an increased frontline capacity.
- There is an opportunity in the contemporary environment for Western Australia Police to provide a more agile, mobile and responsive service to the community. Western Australia Police is investigating new and emerging technologies to allow officers off-site access to essential policing systems; share vital information in a timely manner; and be more connected to the community.
- Maintaining and improving police assets and infrastructure throughout metropolitan and regional Western Australia to accommodate the new police operating model is a significant challenge. Refurbishing and reconfiguring police building assets and infrastructure are current priorities for Western Australia Police.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcome	Services
Results-Based Service Delivery: Greater focus on achieving results in key service delivery areas for the benefit of all Western Australians.	Contribute to community safety and security.	1. Metropolitan Policing Services 2. Regional and Remote Policing Services 3. Specialist Policing Services

Service Summary

Expense	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
1. Metropolitan Policing Services	469,968	534,728	510,832	526,800	552,026	561,036	571,280
2. Regional and Remote Policing Services	380,639	407,119	384,143	404,819	425,905	426,040	430,806
3. Specialist Policing Services	395,535	401,646	409,710	425,972	432,060	443,023	453,008
Total Cost of Services	1,246,142	1,343,493	1,304,685	1,357,591	1,409,991	1,430,099	1,455,094

Outcomes and Key Effectiveness Indicators [(a)]

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
Outcome: Contribute to community safety and security:					
The percentage of the community who were 'satisfied' or 'very satisfied' with the service received during their most recent contact with police	83.8%	82%	82%	82%	
The percentage of the community who 'agreed' or 'strongly agreed' that they have confidence in police	83.8%	85%	85%	85%	
Rate of offences against property per 100,000 people	6,230.3	6,200	6,215	6,200	
Rate of offences against the person (excluding domestic violence incidents) per 100,000 people	733.1	810	726	810	
Percentage of family and domestic-related incidents where an offender was processed for an offence against the person within seven days	70%	75%	72%	75%	
Percentage of traffic law enforcement contacts made by police officers that target 'Category A' offences	93.8%	90%	94%	90%	
Percentage of priority one and two incidents in the metropolitan area responded to within 12 minutes	70.7%	80%	68%	80%	1
Percentage of priority three incidents in the metropolitan area responded to within 60 minutes	87.9%	80%	87%	80%	
Percentage of offences against the person investigations finalised within 60 days	83.8%	85%	85%	85%	
Percentage of offences against property investigations finalised within 30 days	89.1%	90%	90%	90%	
Percentage of sworn police officer hours available for frontline policing duties	71.5%	75%	72%	75%	

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

Explanation of Significant Movements

(Notes)

1. The 2014-15 Estimated Actual reflects an increase in response times due to an increase in the number of priority two incidents.

Services and Key Efficiency Indicators

1. Metropolitan policing services

General policing services provided by districts within the Metropolitan Region including: crime prevention, maintaining public order, and responding to and investigating criminal and general incidents.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	469,968	534,728	510,832	526,800	
Less Income	11,285	13,638	12,884	12,793	
Net Cost of Service	458,683	521,090	497,948	514,007	
Employees (Full Time Equivalents)	3,363	3,638	3,522	3,613	
Efficiency Indicators					
Average Cost of Metropolitan Policing Services per Person in the Perth Metropolitan Area	$238	$271	$253	$254	

2. Regional and Remote Policing Services

General policing services provided by districts within Regional Western Australia including: crime prevention, maintaining public order, and responding to and investigating criminal and general incidents.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	380,639	407,119	384,143	404,819	
Less Income	14,925	13,321	16,715	16,680	
Net Cost of Service	365,714	393,798	367,428	388,139	
Employees (Full Time Equivalents)	1,950	2,010	1,957	2,007	
Efficiency Indicators					
Average Cost of Regional and Remote Policing Services per Person in Regional Western Australia	$696	$638	$696	$725	

3. Specialist Policing Services

Specialist policing services include: major crime, serious and organised crime, sex crime, commercial crime, licensing enforcement, forensic, intelligence, traffic enforcement, and counter terrorism and emergency response.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	395,535	401,646	409,710	425,972	
Less Income	35,551	36,475	35,129	35,637	
Net Cost of Service	359,984	365,171	374,581	390,335	
Employees (Full Time Equivalents)	2,528	2,447	2,476	2,540	
Efficiency Indicators					
Average Cost of Specialist Services per Person in Western Australia	$157	$154	$159	$162	

Asset Investment Program

To support the delivery of services by Western Australia Police, the total planned Asset Investment Program (AIP) for 2015-16 is $73.3 million. Major Projects include:

- Cockburn Central Police Station – funding of $10.7 million in 2015-16 has been allocated towards the construction of a new police facility in Cockburn. This new facility is designed in line with the new Frontline 2020 Metropolitan Operating Model, and will also incorporate the South Metropolitan District Office.
- Computer Aided Dispatch (CAD) System Replacement – funding of $9.3 million in 2015-16 has been allocated for the replacement of the CAD System. This is a critical policing system used throughout Western Australia as the primary means of accepting '000' call and coordinating, recording and dispatching frontline police resources to respond to criminal and emergency incidents.
- Police Facilities Major Refurbishment and Upgrade Program – funding of $3.2 million in 2015-16 ($16.8 million over four years) has been allocated to undertake imminent, critical works to building operating systems with a high impact/consequence for tenants; including fire and evacuation, security, access and air conditioning.
- Speed Camera Replacement Program – funding of $0.6 million has been allocated to commence gradual replacement of the existing fleet of fixed, mobile and red light speed cameras. This replacement will ensure continued operational efficiency and provide suitable equipment for a life expectancy of at least another 7 years.

The figures in the AIP table include project expenditure relating to Investing Activities only and exclude expenditure expensed through the Income Statement.

	Estimated Total Cost $'000	Estimated Expenditure to 30-6-15 $'000	2014-15 Estimated Expenditure $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
WORKS IN PROGRESS							
Fleet and Equipment Purchases - New and Replacement							
CCTV Cameras for Hoons	170	43	43	43	42	42	-
Information Technology (IT) Infrastructure							
Community Safety Network - Regional Radio Network Replacement Program [(a)]	52,990	31,145	8,675	13,000	8,845	-	-
Criminal Organisations Control Bill 2011 - IT systems	732	332	332	400	-	-	-
Information and Communications Technology (ICT) - Core Business Systems - Development 2011-2015	34,583	26,887	19,757	7,696	-	-	-
ICT - Infrastructure Replacement and Continuity 2013-2015	36,488	19,888	12,408	9,600	7,000	-	-
ICT Core Business Systems Tranche 2 - CAD System	13,880	2,857	2,857	9,323	1,700	-	-
Police Facilities							
Boost to Police Resources							
Accommodation Infrastructure Upgrades	36,137	6,368	6,000	-	-	15,946	13,823
Ballajura Police Station	8,331	560	560	3,674	4,097	-	-
New and Replacement Police Facilities							
Cockburn Central Police Station	19,883	2,459	700	10,724	6,700	-	-
Mundijong Police Station	4,489	569	-	3,920	-	-	-
Western Suburbs Police Station	25,493	3	-	-	-	5,629	8,900
COMPLETED WORKS							
Fleet and Equipment Purchases - New and Replacement							
Fleet and Equipment Replacement 2012-2015 Program	19,544	19,544	9,183	-	-	-	-
Major Aircraft New and Replacement Program - Helicopter	18,399	18,399	3	-	-	-	-
Out of Control Gatherings	1,378	1,378	258	-	-	-	-
Speed and Red Light Camera Upgrades	13,179	13,179	2,646	-	-	-	-
IT Infrastructure							
Expanded Video Link Technology at Regional Police Stations - Rapid Justice Initiative	70	70	70	-	-	-	-
ICT - Infrastructure Replacement and Continuity 2011-2015 Program	15,703	15,703	1,244	-	-	-	-

	Estimated Total Cost $'000	Estimated Expenditure to 30-6-15 $'000	2014-15 Estimated Expenditure $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Police Facilities							
Additions and Alterations to Existing Facilities							
Major Refurbishment and Upgrade Program	4,987	4,987	4,987	-	-	-	-
New and Replacement							
Looma Remote Multifunctional Policing Facility	6,822	6,822	480	-	-	-	-
Mount Magnet Police Station	7,856	7,856	190	-	-	-	-
Police Facilities Major Refurbishment Program	11,540	11,540	1,379	-	-	-	-
West Metropolitan District Accommodation Upgrade	10,773	10,773	3,871	-	-	-	-
Upgrades							
Custodial Facilities Upgrade - 2012-2015 Program	8,625	8,625	2,123	-	-	-	-
Police Station Upgrade - 2012-2015 Program	7,217	7,217	3,673	-	-	-	-
Road Trauma Trust Account							
Enhanced Automated Speed Enforcement	1,656	1,656	1,656	-	-	-	-
NEW WORKS							
Fleet and Equipment Purchases - New and Replacement							
Fleet and Equipment Replacement							
2015-2018 Program	18,500	-	-	5,814	6,156	6,530	-
2018-2021 Program	22,650	-	-	-	-	-	7,200
IT Infrastructure							
State-wide CCTV Network	3,000	-	-	-	3,000	-	-
Police Facilities							
Additions and Alterations to Existing Facilities							
Major Refurbishment and Upgrade - 2015-16 to 2018-19 Program	16,780	-	-	3,200	6,750	3,280	3,550
Upgrades							
Custodial Facilities							
2015-2018 Program	6,800	-	-	2,126	2,280	2,394	-
2018-2021 Program	8,280	-	-	-	-	-	2,640
Police Station							
2015-2018 Program	10,260	-	-	3,249	3,420	3,591	-
2018-2021 Program	12,420	-	-	-	-	-	3,960
Road Trauma Trust Account							
Speed Camera Replacement Program	564	-	-	564	-	-	-
Total Cost of Asset Investment Program	460,179	218,860	83,095	73,333	49,990	37,412	40,073
FUNDED BY							
Capital Appropriation			35,410	44,632	33,289	30,882	32,873
Drawdowns from the Holding Account			14,972	15,137	7,856	6,530	7,200
Internal Funds and Balances			23,118	6,144	-	-	-
Other			1,656	564	-	-	-
Drawdowns from Royalties for Regions Fund [(b)]			7,939	6,856	8,845	-	-
Total Funding			83,095	73,333	49,990	37,412	40,073

(a) Funded from the Royalties for Regions Fund.
(b) Regional Infrastructure and Headworks Fund.

Financial Statements

Income Statement

Expenses

The Income Statement shows a planned increase in the Total Cost of Services of $52.9 million (4.1%) in 2015-16 compared to the 2014-15 Estimated Actual. This increase is mainly attributable to the additional employee program and provision for increases in salary and employee benefits.

Income

Total own source revenue is expected to increase by $0.4 million (0.6%) in 2015-16 compared to the 2014-15 Estimated Actual. Road Trauma Trust Account (RTTA) funding is budgeted to increase by $1.5 million in 2015-16 due to new funding for speed camera operation and replacement. This increase has largely been offset by the conclusion of the existing Criminal Property Confiscation Proceeds arrangement.

Statement of Financial Position

Total equity for 2015-16 shows an increase of $55.9 million (4.5%) compared to the 2014-15 Estimated Actual. This reflects an increase in total assets of $29 million (2%) and a decrease in total liabilities of $27 million (-11.2%) over the same period.

The increase in assets of $29 million is mainly attributable to:

- increase in unrestricted cash balance by $0.7 million from operations;
- reduction in restricted cash balance of $36.1 million is primarily associated with the 27th Pay in 2015-16;
- increase in Holding Account receivables of $56.5 million relating to asset replacement provisions (depreciation); and
- net increase of $7.9 million in property, plant and equipment and intangible assets relating to the AIP funded from capital appropriations and Royalties for Regions funding, as reflected in the AIP table, and offset by accumulated depreciation.

The $27 million decrease in liabilities is attributed to a reduction in accrued salaries, due to the 27th Pay in 2015-16.

Statement of Cashflows

The net decrease in cash held in 2015-16 compared to the 2014-15 Estimated Actual is representative of Western Australia Police utilising restricted cash held for the 27th Pay in 2015-16.

INCOME STATEMENT [a]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
COST OF SERVICES							
Expenses							
Employee benefits [b]	945,440	988,747	968,230	1,025,010	1,081,247	1,103,406	1,119,624
Grants and subsidies [c]	2,678	6,250	6,250	9,250	3,250	1,250	1,250
Supplies and services	147,810	157,621	144,367	139,964	140,342	135,604	140,177
Accommodation	46,967	54,636	54,247	54,694	55,544	56,995	62,257
Depreciation and amortisation	51,131	61,671	61,671	65,425	68,633	70,919	71,487
Other expenses	52,116	74,568	69,920	63,248	60,975	61,925	60,299
TOTAL COST OF SERVICES	1,246,142	1,343,493	1,304,685	1,357,591	1,409,991	1,430,099	1,455,094
Income							
Sale of goods and services	1,671	7,222	3,996	4,109	4,224	4,224	4,224
Regulatory fees and fines	17,145	18,199	17,899	18,120	18,184	18,184	18,184
Grants and subsidies	16,946	16,721	20,150	20,576	17,976	16,304	16,304
Other revenue	25,999	21,292	22,683	22,305	22,306	22,306	22,306
Total Income	61,761	63,434	64,728	65,110	62,690	61,018	61,018
NET COST OF SERVICES	1,184,381	1,280,059	1,239,957	1,292,481	1,347,301	1,369,081	1,394,076
INCOME FROM STATE GOVERNMENT							
Service appropriations	1,180,976	1,253,678	1,223,881	1,270,649	1,324,881	1,352,899	1,378,777
Resources received free of charge	7,320	6,250	6,250	6,349	6,349	6,349	6,349
Royalties for Regions Fund:							
Regional Community Services Fund	10,443	7,978	5,938	5,243	5,306	3,858	2,685
Regional Infrastructure and Headworks Fund	3,668	9,963	3,728	8,555	10,738	5,975	6,265
TOTAL INCOME FROM STATE GOVERNMENT	1,202,407	1,277,869	1,239,797	1,290,796	1,347,274	1,369,081	1,394,076
SURPLUS/(DEFICIENCY) FOR THE PERIOD	18,026	(2,190)	(160)	(1,685)	(27)	-	-

(a) Full audited financial statements are published in the agency's Annual Report.
(b) The Full Time Equivalents for 2013-14 Actual, 2014-15 Estimated Actual and 2015-16 Budget Estimate are 7,841, 7,955 and 8,160 respectively. In some cases the figures for 2013-14 and 2014-15 may differ from previously published figures due to changes in calculation methodology.
(c) Refer to the Details of Controlled Grants and Subsidies table below for further information.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Community Safety and Crime Prevention Partnership Fund	2,375	1,250	1,250	1,250	1,250	1,250	1,250
Infrastructure Funding to PCYC	-	4,000	4,000	6,000	-	-	-
CCTV Network Infrastructure Fund	-	1,000	1,000	2,000	2,000	-	-
Other	303	-	-	-	-	-	-
TOTAL	2,678	6,250	6,250	9,250	3,250	1,250	1,250

STATEMENT OF FINANCIAL POSITION [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CURRENT ASSETS							
Cash assets	62,235	34,136	42,014	42,700	42,673	42,673	42,673
Restricted cash	11,647	42,668	39,494	3,435	3,435	3,435	3,435
Holding account receivables	15,945	14,470	15,137	7,856	6,530	7,200	7,200
Receivables	5,492	6,096	5,492	5,492	5,492	5,492	5,492
Other	9,446	7,721	9,446	9,446	9,446	9,446	9,446
Assets held for sale	17	-	-	-	-	-	-
Total current assets	104,782	105,091	110,916	69,253	67,886	68,246	68,596
NON-CURRENT ASSETS							
Holding account receivables	301,665	348,866	349,172	412,922	475,025	538,744	603,031
Property, plant and equipment	916,567	942,151	944,372	956,350	956,155	945,796	937,530
Intangibles	57,803	67,943	68,139	64,019	45,571	22,423	(725)
Restricted cash	29,225	-	-	-	4,203	8,406	12,609
Total non-current assets	1,305,260	1,358,960	1,362,350	1,432,967	1,480,644	1,515,369	1,552,095
TOTAL ASSETS	1,410,042	1,464,051	1,473,266	1,502,220	1,548,530	1,583,615	1,620,691
CURRENT LIABILITIES							
Employee provisions	147,291	150,621	147,291	147,291	147,291	147,291	147,291
Payables	5,883	6,839	5,883	5,883	5,883	5,883	5,883
Other	29,376	36,096	32,976	5,996	10,199	14,402	18,605
Total current liabilities	182,550	193,556	186,150	159,170	163,373	167,576	171,779
NON-CURRENT LIABILITIES							
Employee provisions	54,414	50,153	54,149	54,149	54,149	54,149	54,149
Other	181	174	181	181	181	181	181
Total non-current liabilities	54,595	50,327	54,330	54,330	54,330	54,330	54,330
TOTAL LIABILITIES	237,145	243,883	240,480	213,500	217,703	221,906	226,109
EQUITY							
Contributed equity	565,275	650,651	625,324	682,943	725,077	755,959	788,832
Accumulated surplus/(deficit) [(b)]	214,112	198,198	213,952	212,267	212,240	212,240	212,240
Reserves [(b)]	393,507	371,315	393,507	393,507	393,507	393,507	393,507
Other	3	4	3	3	3	3	3
Total equity	1,172,897	1,220,168	1,232,786	1,288,720	1,330,827	1,361,709	1,394,582
TOTAL LIABILITIES AND EQUITY	1,410,042	1,464,051	1,473,266	1,502,220	1,548,530	1,583,615	1,620,691

(a) Full audited financial statements are published in the agency's Annual Report.
(b) Accumulated surplus/(deficit) does not agree to the aggregate of surplus/(deficiency) for the period and surplus/(deficiency) as at the end of the previous reporting period for the reason of the transfer of Asset Revaluation Reserve surplus attributable to property, plant and equipment disposals of $1.1 million in 2013-14.

STATEMENT OF CASHFLOWS [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	1,123,828	1,192,007	1,162,210	1,205,224	1,256,248	1,281,980	1,307,290
Capital appropriation	3,553	69,969	35,410	44,632	33,289	30,882	32,873
Holding account drawdowns	16,600	15,945	14,972	15,137	7,856	6,530	7,200
Royalties for Regions Fund:							
Regional Community Services Fund	10,443	7,978	5,938	5,243	5,306	3,858	2,685
Regional Infrastructure and Headworks Fund	3,668	25,256	11,667	15,411	19,583	5,975	6,265
Net cash provided by State Government	1,158,092	1,311,155	1,230,197	1,285,647	1,322,282	1,329,225	1,356,313
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(947,888)	(985,147)	(964,895)	(1,051,990)	(1,077,044)	(1,099,203)	(1,115,421)
Grants and subsidies	(2,661)	(6,250)	(6,250)	(9,250)	(3,250)	(1,250)	(1,250)
Supplies and services	(145,271)	(154,826)	(141,593)	(136,951)	(137,278)	(132,500)	(137,036)
Accommodation	(48,987)	(52,551)	(52,162)	(52,609)	(53,459)	(54,910)	(60,172)
Other payments	(71,833)	(98,467)	(93,798)	(87,266)	(85,044)	(86,034)	(84,445)
Receipts [(b)]							
Regulatory fees and fines	17,304	18,199	17,899	18,120	18,184	18,184	18,184
Grants and subsidies	15,833	16,721	20,150	20,576	17,976	16,304	16,304
Sale of goods and services	1,893	6,480	3,996	4,109	4,224	4,224	4,224
GST receipts	29,345	29,911	29,911	29,911	29,911	29,911	29,911
Other receipts	20,190	17,392	18,041	17,663	17,664	17,664	17,664
Net cash from operating activities	(1,132,075)	(1,208,538)	(1,168,701)	(1,247,687)	(1,268,116)	(1,287,610)	(1,312,037)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(49,854)	(112,718)	(83,095)	(73,333)	(49,990)	(37,412)	(40,073)
Proceeds from sale of non-current assets	795	-	-	-	-	-	-
Net cash from investing activities	(49,059)	(112,718)	(83,095)	(73,333)	(49,990)	(37,412)	(40,073)
NET INCREASE/(DECREASE) IN CASH HELD	(23,042)	(10,101)	(21,599)	(35,373)	4,176	4,203	4,203
Cash assets at the beginning of the reporting period	126,149	86,905	103,107	81,508	46,135	50,311	54,514
Cash assets at the end of the reporting period	103,107	76,804	81,508	46,135	50,311	54,514	58,717

(a) Full audited financial statements are published in the agency's Annual Report.
(b) A determination by the Treasurer, pursuant to section 23 of the *Financial Management Act 2006*, provides for the retention of some cash receipts by the Western Australia Police. Refer to the Net Appropriation Determination table below for further information. Other receipts are retained under the authority of other relevant Acts of Parliament.

NET APPROPRIATION DETERMINATION [a]

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Regulatory Fees and Fines							
Licences	8,803	8,710	9,296	9,509	9,509	9,509	9,509
Departmental	8,501	9,489	8,603	8,611	8,675	8,675	8,675
Grants and Subsidies							
Departmental	2,226	1,271	1,361	400	400	400	400
Road Trauma Trust Account	13,161	14,954	16,523	18,048	15,408	15,408	15,408
Commonwealth - National Campaign Against Drug Abuse	146	146	146	146	146	146	146
Commonwealth - National Anti-Gangs Squad	-	-	1,770	1,632	1,672	-	-
Commonwealth - Other	300	350	350	350	350	350	350
Sale of Goods and Services							
Departmental	1,893	6,480	3,996	4,109	4,224	4,224	4,224
GST Receipts							
GST Input Credits	25,848	27,523	27,523	27,523	27,523	27,523	27,523
GST Receipts on Sales	3,497	2,388	2,388	2,388	2,388	2,388	2,388
Other Receipts							
Departmental	19,530	16,814	17,413	17,035	17,036	17,036	17,036
Commonwealth - Other	660	578	628	628	628	628	628
TOTAL	84,565	88,703	89,997	90,379	87,959	86,287	86,287

(a) The moneys received and retained are to be applied to the Western Australia Police's services as specified in the Budget Statements.

DETAILS OF ADMINISTERED TRANSACTIONS

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
INCOME							
Fines							
Firearms Licensing Infringements	108	200	200	200	200	200	200
Other							
Sale of Lost, Stolen and Forfeited Property	416	450	450	450	450	450	450
TOTAL ADMINISTERED INCOME	524	650	650	650	650	650	650
EXPENSES							
Other							
Receipts Paid into the Consolidated Account	65	250	250	250	250	250	250
All Other Expenses	459	400	400	400	400	400	400
TOTAL ADMINISTERED EXPENSES	524	650	650	650	650	650	650

Division 33 Training and Workforce Development

Part 7 Minister for Police; Road Safety; Training and Workforce Development; Women's Interests

Appropriations, Expenses and Cash Assets

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
DELIVERY OF SERVICES							
Item 42 Net amount appropriated to deliver services	470,891	421,120	435,696	**383,691**	364,537	363,930	364,093
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	2,985	2,990	2,990	**2,990**	2,990	2,990	2,990
Total appropriations provided to deliver services	473,876	424,110	438,686	**386,681**	367,527	366,920	367,083
CAPITAL							
Item 129 Capital Appropriation	6,588	720	1,474	**8,279**	12,216	237	-
TOTAL APPROPRIATIONS	480,464	424,830	440,160	**394,960**	379,743	367,157	367,083
EXPENSES							
Total Cost of Services	731,186	685,963	676,025	**623,771**	626,943	580,334	586,452
Net Cost of Services [(a)]	492,178	425,174	415,579	**366,343**	349,900	351,646	352,319
CASH ASSETS [(b)]	90,374	66,768	98,169	**85,650**	88,276	85,272	86,472

(a) Represents Total Cost of Services (expenses) less retained revenues applied to the agency's services. Reconciliation to the 'Total appropriations provided to deliver services' includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2014-15 Budget to Parliament on 8 May 2014, are outlined below:

	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
1% General Government Efficiency Dividend [(a)]	(3,100)	(4,100)	(4,100)	(4,100)	(4,160)
15% Procurement Savings [(a)]	-	(9,067)	(9,152)	(8,889)	(8,541)
Agency Expenditure Review Savings Measure					
Apprenticeship Support Program	-	(2,000)	(2,000)	(2,000)	(2,000)
Commercial Activities	-	(2,000)	(2,000)	(2,000)	(2,000)
Existing Worker Traineeship Program	-	(10,500)	(10,500)	(11,000)	(10,000)
Industry Training Advisory Arrangements	-	-	(2,000)	(2,000)	(2,000)
Alignment to Commonwealth Grants and Subsidies Funding	(343)	(530)	(950)	(53,714)	3,905
ICT Savings and Reform [(a)]	(34)	(71)	(72)	(74)	-
Non-Government Human Services Sector Indexation Adjustment	(106)	-	-	-	-
Student Management System	(5,000)	(5,000)	(2,350)	1,300	1,300
Targeted Voluntary Separation Scheme [(a) (b) (c)]	19,610	-	-	-	-
Training Record System and Quality Business System	(5,160)	(1,140)	-	-	-
Workforce Renewal Policy [(a)]	(844)	(6,802)	(13,655)	(20,836)	(28,191)

(a) Includes State Training Providers (STPs).
(b) Preliminary cost required to make payments to staff departing prior to the closure of the Targeted Voluntary Separation Scheme at 30 April 2015. The final cost of the Scheme will be known once staff leave the public sector and will be published in the 2014-15 Annual Report on State Finances. Agency savings flowing from the Scheme will be dependent on the final costs and will be allocated to agency budgets as part of the 2015-16 Mid-year Review.
(c) The Department will pass on $19.6 million in funding to the STPs in 2014-15 for the Targeted Voluntary Separation Scheme. The STPs will use this funding to pay the salaries expense and accrued leave for separated employees.

Significant Issues Impacting the Agency

- In 2014, the Government introduced Future Skills WA as a requirement under the National Partnership Agreement on Skills Reform. Future Skills WA included a revised student subsidy and fee structure, which reflects the relative priority of qualifications, with State priority qualifications attracting relatively high rates of subsidy in order to stimulate enrolments in qualifications that align with anticipated jobs in demand. Priority industry skills training attracts a greater than 80% fee subsidy, and focusses on those areas of greatest employment demand.
- The regulated fees for most courses are scheduled to increase in 2015 and 2016. The Department will continue to monitor enrolments with a view to providing advice to Government on strategies to minimise any unintended consequences of the changes to student subsidies and fees.
- The Commonwealth Government has announced that it will be ceasing its contribution to the Joint Group Training program by 30 June 2015. This will result in a reduction of approximately $2.5 million in annual funding currently available to support Group Training Organisations to employ apprentices and trainees. The Government has committed to maintaining its funding contribution, estimated to be $3 million in 2015-16. The withdrawal of the Commonwealth Government's contribution will mean that overall funding levels will be significantly reduced. This may have a negative impact on the uptake of apprentices and trainees through group training arrangements.
- A new generation of Commonwealth Government funded apprenticeship support services, the Australian Apprenticeship Support Network, will commence in July 2015 with a greater focus on delivery of direct support to apprentices and employers with the aim of raising completion rates. In response, State-funded apprenticeship services will be reshaped to ensure that they complement, rather than duplicate, those provided by the Commonwealth Government. Consequently, from 1 July 2015, the Department will focus on its legislated responsibilities under the *Vocational Education and Training Act 1996*.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goals	Desired Outcomes	Services
Results-Based Service Delivery: Greater focus on achieving results in key service delivery areas for the benefit of all Western Australians.	A skilled workforce that meets the State's economic and community needs.	1. Workforce Planning and Development 2. Development of Vocational Education and Training Policy and Programs 3. Career and Workforce Development Services 4. Skilled Migration, Including Overseas Qualification Assessment
Stronger Focus on the Regions: Greater focus on service delivery, infrastructure investment and economic development to improve the overall quality of life in remote and regional areas.	A flexible, responsive, innovative and quality training system.	5. Apprenticeship and Traineeship Administration and Regulation 6. Procurement of Training 7. Recruitment and Management of International Students 8. Infrastructure Management for State Training Providers 9. Support Services to State Training Providers

Service Summary [(a)]

Expense	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
1. Workforce Planning and Development	12,972	12,655	12,655	12,898	13,146	13,397	13,648
2. Development of Vocational Education and Training Policy and Programs	10,061	8,318	8,318	8,429	8,541	8,652	8,758
3. Career and Workforce Development Services	16,260	13,857	13,857	14,119	14,385	14,653	14,922
4. Skilled Migration, Including Overseas Qualification Assessment	4,856	3,599	3,599	2,997	3,030	3,060	3,089
5. Apprenticeship and Traineeship Administration and Regulation	16,160	13,329	13,329	11,489	11,599	11,703	11,798
6. Procurement of Training	588,033	547,310	537,990	488,831	490,765	442,936	447,875
7. Recruitment and Management of International Students	40,931	42,049	46,585	44,775	44,697	44,614	44,523
8. Infrastructure Management for State Training Providers	15,738	4,636	4,642	4,724	4,808	4,892	4,976
9. Support Services to State Training Providers	26,175	40,210	35,050	35,509	35,972	36,427	36,863
Total Cost of Services	731,186	685,963	676,025	623,771	626,943	580,334	586,452

(a) In 2014-15, the Department revised its Outcome Based Management (OBM) framework, as part of the Government's broader Budget Framework Reform initiative. The revised OBM framework will apply from the 2015-16 reporting period.

Outcomes and Key Effectiveness Indicators [(a) (b)]

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
Outcome: A skilled workforce that meets the State's economic and community needs:					
Extent to which career and workforce development advice provided to clients results in employment or training outcomes	n/a	n/a	n/a	30%	
Proportion of State nominated skilled migrants employed in priority occupations after arrival	n/a	n/a	n/a	40%	
Outcome: A flexible, responsive, innovative and quality training system:					
Proportion of delivery in training aligned with State priority occupations [(c)]	46.1%	50.7%	50.7%	55%	1
Proportion of graduates satisfied with the overall quality of training [(d)]	89%	89.2%	89.2%	90%	

(a) Further detail in support of the key effectiveness indicators is provided in the agency's Annual Report.
(b) The Department has introduced new outcomes and key effectiveness indicators as part of the Government's Budget Framework Reform initiative. To illustrate the 2015-16 Budget Targets for the revised OBM framework, the 2013-14 Actual, 2014-15 Budget and 2014-15 Estimated Actual results have been recast for comparative purposes, where this is practicable.
(c) The proportion of delivery in training aligned with State priority occupations reflects the hours of publicly funded delivery in priority training as a proportion of all publicly funded delivery. Priority training includes apprenticeships and traineeships, foundation skills courses, and qualifications aligned to jobs that are considered essential to the State and/or have demonstrated significant unmet demand.
(d) The proportion of graduates satisfied with the overall quality of training is derived from the Annual National Centre for Vocational Education Research Student Outcomes Survey. The 2014-15 Estimated Actual of 89.2% is from the 2014 survey. The 2015-16 Budget Target is set at 90%, which is above the national average.

Explanation of Significant Movements

(Notes)

1. The increase from 46.1% in the 2013-14 Actual to 50.7% in the 2014-15 Estimated Actual is primarily a result of the introduction of Future Skills WA and a reformed fee structure which encourages students to enrol in priority training courses. The shift to priority training is expected to strengthen further in the 2015-16 Budget Target result.

Services and Key Efficiency Indicators

1. Workforce Planning and Development [(a)]

The Department works closely with industry, the community and across government in gathering and analysing workforce data and intelligence to identify the State's workforce development and training priorities.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	12,972	12,655	12,655	12,898	
Less Income	116	17	17	13	
Net Cost of Service	12,856	12,638	12,638	12,885	
Employees (Full Time Equivalents)	37	40	40	38	
Efficiency Indicators					
Average Cost per Industry and Stakeholder Contact	n/a	$4,201	$4,201	$4,341	

(a) The Department has introduced new services and key efficiency indicators as part of the Government's Budget Framework Reform initiative. To illustrate the 2015-16 Budget Targets for the revised OBM framework, the 2013-14 Actual, 2014-15 Budget and 2014-15 Estimated Actual results have been recast for comparative purposes, where this is practicable.

2. Development of Vocational Education and Training Policy and Programs [(a)]

The Department develops policies and programs that promote the effective and efficient operation of the State's vocational education and training system. Policy and program development is aligned to the Department's strategic direction for workforce development and training including higher education and the school sector.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	10,061	8,318	8,318	8,429	
Less Income	1,568	21	21	16	
Net Cost of Service	8,493	8,297	8,297	8,413	
Employees (Full Time Equivalents)	52	52	52	51	
Efficiency Indicators					
Average Cost of Meeting Major Policy Milestones	$43,777	$41,590	$41,590	$42,146	

(a) The Department has introduced new services and key efficiency indicators as part of the Government's Budget Framework Reform initiative. To illustrate the 2015-16 Budget Targets for the revised OBM framework, the 2013-14 Actual, 2014-15 Budget and 2014-15 Estimated Actual results have been recast for comparative purposes, where this is practicable.

3. Career and Workforce Development Services [(a)]

Career and workforce development services provide education and training information, career guidance to the Western Australian community, as well as employment, training and mentoring services to Aboriginal people and communities.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	16,260	13,857	13,857	14,119	
Less Income	624	1,051	1,051	1,088	
Net Cost of Service	15,636	12,806	12,806	13,031	
Employees (Full Time Equivalents)	43	46	46	45	
Efficiency Indicators					
Average Cost per Career and Workforce Development Centre Client Contact	$433	$390	$390	$391	

(a) The Department has introduced new services and key efficiency indicators as part of the Government's Budget Framework Reform initiative. To illustrate the 2015-16 Budget Targets for the revised OBM framework, the 2013-14 Actual, 2014-15 Budget and 2014-15 Estimated Actual results have been recast for comparative purposes, where this is practicable.

4. Skilled Migration, Including Overseas Qualification Assessment [(a)]

Skilled migration, including overseas qualification assessment, assesses applications from intending skilled migrants who wish to migrate to Western Australia, and assesses post-secondary qualifications gained overseas for Western Australian residents. The service aims to facilitate skilled migration to Western Australia to supplement the local workforce and enable overseas trained residents to access education, training and employment through recognition of overseas qualifications.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	4,856	3,599	3,599	2,997	1
Less Income	2,229	1,264	1,264	647	1
Net Cost of Service	2,627	2,335	2,335	2,350	
Employees (Full Time Equivalents)	22	23	23	17	1
Efficiency Indicators					
Average Cost to Administer Migration Applications and Overseas Qualification Assessments	$660	$680	$680	$576	1

(a) The Department has introduced new services and key efficiency indicators as part of the Government's Budget Framework Reform initiative. To illustrate the 2015-16 Budget Targets for the revised OBM framework, the 2013-14 Actual, 2014-15 Budget and 2014-15 Estimated Actual results have been recast for comparative purposes, where this is practicable.

Explanation of Significant Movements

(Notes)

1. Between the 2014-15 Estimated Actual and the 2015-16 Budget Target, Total Cost of Service is forecast to decrease by $0.6 million, or 16.7%, Income is forecast to decrease by $0.6 million, or 48.8%, and Full Time Equivalents (FTE) are forecast to decrease by 6, or 26.1%. This primarily reflects the Agency Expenditure Review Savings Measure - Commercial Activities initiative, which will achieve savings in line with the projected reduction in the number of applications for skilled migration and overseas qualification recognition and skills assessments. The decrease in the Total Cost of Service leads to a corresponding decrease in the Average Cost to Administer Migration Applications and Overseas Qualification Assessments between the 2014-15 Estimated Actual and the 2015-16 Budget Target.

5. Apprenticeship and Traineeship Administration and Regulation [(a)]

Apprenticeship and traineeship administration and regulation includes registration of training contracts and administration of contract variations, provision of advice to employers and apprentices/trainees, dispute resolution and support, and monitoring of legislative compliance.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	16,160	13,329	13,329	11,489	1
Less Income	294	105	105	79	
Net Cost of Service	15,866	13,224	13,224	11,410	
Employees (Full Time Equivalents)	87	94	94	77	1
Efficiency Indicators					
Average Cost per Active Training Contract	$347	$282	$282	$243	1

(a) The Department has introduced new services and key efficiency indicators as part of the Government's Budget Framework Reform initiative. To illustrate the 2015-16 Budget Targets for the revised OBM framework, the 2013-14 Actual, 2014-15 Budget and 2014-15 Estimated Actual results have been recast for comparative purposes, where this is practicable.

Explanation of Significant Movements

(Notes)

1. Between the 2014-15 Estimated Actual and the 2015-16 Budget Target, Total Cost of Service is forecast to decrease by $1.8 million, or 13.8% and FTEs are forecast to decrease by 17, or 18.1%. This primarily reflects the Agency Expenditure Review Savings Measure - Apprenticeship Support Program initiative, which will see the State-funded apprenticeship services reshaped to ensure that they complement, rather than duplicate, those provided by the Commonwealth Government. The decrease in the Total Cost of Service leads to a corresponding decrease in the Average Cost per Active Training Contract between the 2014-15 Estimated Actual and the 2015-16 Budget Target.

6. Procurement of Training [(a)]

Procurement of training comprises the purchasing of training delivery services from State and Private Training Providers in accordance with the State's priorities and the State Training Plan. The service is differentiated according to the major Future Skills WA funding categories.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	588,033	547,310	537,990	488,831	
Less Income	193,404	208,924	204,185	203,812	
Net Cost of Service	394,629	338,386	333,805	285,019	1
Employees (Full Time Equivalents)	58	62	62	61	
Efficiency Indicators					
Cost per Student Curriculum Hour:					1
Diploma and Above	n/a	n/a	$11.79	$10.76	
Apprenticeships and Traineeships (Certificate IV and Below)	n/a	n/a	$15.38	$14.04	
Priority Industry Training (Certificate I to Certificate IV)	n/a	n/a	$13.92	$12.70	
General Industry Training (Certificate I to Certificate IV)	n/a	n/a	$16.04	$14.64	
Foundation Skills Courses	n/a	n/a	$17.09	$15.60	

(a) The Department has introduced new services and key efficiency indicators as part of the Government's Budget Framework Reform initiative. To illustrate the 2015-16 Budget Targets for the revised OBM framework, the 2013-14 Actual, 2014-15 Budget and 2014-15 Estimated Actual results have been recast for comparative purposes, where this is practicable.

Explanation of Significant Movements

(Notes)

1. The forecast decrease in the Cost per Student Curriculum Hour by 8.7% between the 2014-15 Estimated Actual and the 2015-16 Budget Target primarily reflects a reduction in the Government subsidy (Net Cost of Service) towards the cost of training under Future Skills WA.

7. Recruitment and Management of International Students [(a)]

Recruitment and management of international students involves the marketing of Western Australian STPs and public schools offshore and onshore, and manages admissions, compliance and welfare of international students according to relevant legislation.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	40,931	42,049	46,585	44,775	
Less Income	38,935	42,051	46,441	44,415	
Net Cost of Service	1,996	(2)	144	360	
Employees (Full Time Equivalents)	37	40	40	40	
Efficiency Indicators					
Average Cost of Recruitment and Management per FTE International Student	$1,411	$1,508	$1,613	$1,550	

(a) The Department has introduced new services and key efficiency indicators as part of the Government's Budget Framework Reform initiative. To illustrate the 2015-16 Budget Targets for the revised OBM framework, the 2013-14 Actual, 2014-15 Budget and 2014-15 Estimated Actual results have been recast for comparative purposes, where this is practicable.

8. Infrastructure Management for State Training Providers [(a)]

Infrastructure management for STPs includes the maintenance, administration and strategic development of land and buildings used to deliver publicly funded training in campuses across the State.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	15,738	4,636	4,642	4,724	
Less Income	721	9	15	11	
Net Cost of Service	15,017	4,627	4,627	4,713	
Employees (Full Time Equivalents)	16	18	18	18	
Efficiency Indicators					
Average Cost to Administer Training Infrastructure per State Training Provider	$318,321	$296,256	$296,256	$301,501	

(a) The Department has introduced new services and key efficiency indicators as part of the Government's Budget Framework Reform initiative. To illustrate the 2015-16 Budget Targets for the revised OBM framework, the 2013-14 Actual, 2014-15 Budget and 2014-15 Estimated Actual results have been recast for comparative purposes, where this is practicable.

9. Support Services to State Training Providers [(a)]

Support services to STPs include the supply, management and maintenance of finance and human resource services.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	26,175	40,210	35,050	35,509	
Less Income	1,117	7,347	7,347	7,347	
Net Cost of Service	25,058	32,863	27,703	28,162	
Employees (Full Time Equivalents)	94	225	225	219	
Efficiency Indicators					
Average Cost to Administer Support Services per State Training Provider	$2,379,516	$3,655,445	$3,186,354	$3,228,078	

(a) The Department has introduced new services and key efficiency indicators as part of the Government's Budget Framework Reform initiative. To illustrate the 2015-16 Budget Targets for the revised OBM framework, the 2013-14 Actual, 2014-15 Budget and 2014-15 Estimated Actual results have been recast for comparative purposes, where this is practicable.

Asset Investment Program

Works that are expected to be completed in 2015-16 include:

- the Challenger Institute of Technology's $27.2 million Trade Training Centre (TTC) at the Rockingham campus and refurbishment and maintenance works to relocate trades from the Beaconsfield campus;
- the $5 million Goldfields Art Centre regional asset investment initiative;
- the Challenger Institute of Technology's $5.9 million Peel Health and Community Training Centre;
- the Durack Institute of Technology's $16.8 million Centre for Health Industries Training and Workforce Development for the Geraldton campus to provide a skilled local workforce for nursing, aged care, community services, allied health, childcare, hairdressing trades and a specialised Aboriginal learning centre;
- the Durack Institute of Technology's $9 million Centre for Resource Sector Workforce Development Training;
- the Pilbara Institute's $15.2 million South Hedland and Karratha campuses upgrade and expansion to ensure ageing infrastructure is upgraded to contemporary and industry relevant standards; and
- the $6.3 million Training Record System and Quality Business System initiative.

Works with estimated expenditure continuing in 2015-16 include:

- the $13 million information and communications technology (ICT) Student Management System for the training sector;
- the $14.4 million to construct a new Specialist Engineering Training Centre at the Challenger Institute of Technology's Australian Centre for Energy Process Training campus in Munster;
- the $42 million multi-storey training centre for the Challenger Institute of Technology's Murdoch campus;
- the $10.4 million Health and Allied Services Training Centre at the Pundulmurra campus of the Pilbara Institute; and
- the $47 million Remedial Works Program, which will be used for a range of essential projects to upgrade ageing infrastructure and better equip STPs so that students and industry have access to contemporary and industry relevant training infrastructure.

Works with estimated expenditure commencing in 2015-16 include:

- $7.8 million for a Centre of Specialisation for Electrical Instrumentation at the Pilbara Institute's Karratha campus to address skills shortages in the resource sector; and
- $2 million for the Durack Institute of Technology's Student Services Interactive Hub regional asset investment initiative.

	Estimated Total Cost $'000	Estimated Expenditure to 30-6-15 $'000	2014-15 Estimated Expenditure $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
WORKS IN PROGRESS							
ICT Student Management System for the Training Sector	13,000	1,000	1,000	8,000	4,000	-	-
New Buildings and Additions at STPs							
Challenger Institute of Technology							
Engineering Training Centre (Munster)	14,400	501	501	3,157	6,840	3,902	-
Murdoch Stage 4	41,969	2,889	2,242	24,089	14,000	991	-
Rockingham Campus Redevelopment	27,166	26,240	1,286	926	-	-	-
Pilbara Education Partnership							
Pilbara Institute - Health and Allied Services Training Centre [(a)]	10,400	802	802	6,744	2,854	-	-
Regional Capital Works Initiative - Goldfields Art Centre [(a)]	5,000	3,800	3,800	1,200	-	-	-
Remedial Works Program	47,017	2,806	2,112	8,107	5,504	15,300	15,300
Skills Training Initiative							
Challenger Institute of Technology - Peel Health and Community Training Centre [(a)]	5,879	5,631	1,537	248	-	-	-
Durack Institute of Technology							
Centre for Health Industries Training and Workforce Development [(a)]	16,770	15,974	8,840	796	-	-	-
Centre for Resource Sector Workforce Development Training [(a)]	9,000	8,846	5,887	154	-	-	-
Pilbara Institute - South Hedland and Karratha Campuses Upgrade and Expansion [(a)]	15,219	10,140	4,405	5,079	-	-	-
Training Record System and Quality Business System	6,300	5,160	5,160	1,140	-	-	-
COMPLETED WORKS							
ICT State-wide Computer Network for the Training Sector	3,580	3,580	552	-	-	-	-
New Buildings and Additions at STPs							
Central Institute of Technology - Aberdeen Street Refurbishment	8,367	8,367	2,460	-	-	-	-
Durack Institute of Technology - Geraldton – Batavia Coast Marine Centre	4,919	4,919	1,303	-	-	-	-
Great Southern Institute of Technology - Mt Barker Campus	380	380	350	-	-	-	-
Kimberley Training Institute - West Kimberley Campus [(a)]	5,460	5,460	5,429	-	-	-	-
South West Institute of Technology							
Bunbury Heavy Duty Automotive	16,000	16,000	1,744	-	-	-	-
Busselton Campus Upgrade	2,000	2,000	192	-	-	-	-
Remedial Works - 2012-13 Program	4,000	4,000	11	-	-	-	-
Skills Training Initiative							
Great Southern Institute of Technology - Community Services and Health Science Block	5,764	5,764	1,201	-	-	-	-
Kimberley Training Institute - Broome TTC [(a)]	10,375	10,375	280	-	-	-	-
Muresk Institute Upgrade [(a)]	4,707	4,707	3,902	-	-	-	-
South West Institute of Technology - Busselton Campus Sustainability Centre [(a)]	500	500	96	-	-	-	-
NEW WORKS							
Pilbara Education Partnership							
Pilbara Institute - Electrical Instrumentation Centre of Specialisation [(a)]	7,760	-	-	4,681	3,079	-	-
Regional Capital Works Initiative							
Durack Institute of Technology - Student Services Interactive Hub [(a)]	2,000	-	-	2,000	-	-	-
Total Cost of Asset Investment Program	287,932	149,841	55,092	66,321	36,277	20,193	15,300
FUNDED BY							
Capital Appropriation			1,474	8,279	12,216	237	-
Commonwealth Grants			11,060	14,710	15,000	15,300	15,300
Internal Funds and Balances			12,210	21,471	3,128	4,656	-
Drawdowns from Royalties for Regions Fund [(b)]			30,348	21,861	5,933	-	-
Total Funding			55,092	66,321	36,277	20,193	15,300

(a) Funded from the Royalties for Regions Fund.
(b) Regional Infrastructure and Headworks Fund.

Financial Statements

Income Statement

Expenses

The forecast $52.3 million, or 7.7%, reduction in Total Cost of Services between the 2014-15 Estimated Actual and the 2015-16 Budget Estimate is mainly attributable to a reduction in grants and subsidies paid to training providers and other expenses. The reduction is reflective of the impact of savings measures announced in the 2014-15 Mid-year Review, including the Agency Expenditure Review, as well as the $19.6 million one-off impact of the Targeted Voluntary Separation Scheme in 2014-15.

Income

The forecast $48.4 million, or 17.5%, reduction in Total Income between the 2016-17 and the 2017-18 Forward Estimates is largely due to the scheduled expiry of the Commonwealth National Partnership Agreement on Skills Reform in 2016-17.

Statement of Financial Position

Total current assets are forecast to decrease by $11.7 million, or 10.2%, between the 2014-15 Estimated Actual and the 2015-16 Budget Estimate primarily reflecting the utilisation of cash assets for the purchase on non-current assets, related to the Asset Investment Program (AIP).

The forecast $31.5 million, or 28.9%, decrease in contributed equity between the 2014-15 Estimated Actual and the 2015-16 Budget Estimate primarily reflects the transfer of assets to the STPs on the completion of AIP projects.

Statement of Cashflows

Cash assets at the end of the reporting period are forecast to decrease by $12.5 million, or 12.8%, between the 2014-15 Estimated Actual and the 2015-16 Budget Estimate primarily due to the purchase of fixed assets related to the AIP, funded from internal funds and balances.

INCOME STATEMENT [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
COST OF SERVICES							
Expenses							
Employee benefits [(b)]	54,566	64,367	64,016	62,969	63,647	63,508	62,568
Grants and subsidies [(c)]	613,395	572,458	523,380	492,042	490,668	439,310	445,033
Supplies and services	36,853	33,680	25,906	25,904	28,890	32,505	32,968
Accommodation	6,986	8,003	8,023	7,048	7,048	7,118	7,133
Depreciation and amortisation	1,113	1,207	1,207	1,207	1,857	2,507	2,507
Other expenses	18,273	6,248	53,493	34,601	34,833	35,386	36,243
TOTAL COST OF SERVICES	731,186	685,963	676,025	623,771	626,943	580,334	586,452
Income							
Sale of goods and services	39,433	45,653	6,653	5,678	4,679	3,654	2,604
Grants and subsidies	189,613	201,942	201,599	203,225	222,680	174,160	179,605
Other revenue	9,962	13,194	52,194	48,525	49,684	50,874	51,924
Total Income	239,008	260,789	260,446	257,428	277,043	228,688	234,133
NET COST OF SERVICES	492,178	425,174	415,579	366,343	349,900	351,646	352,319
INCOME FROM STATE GOVERNMENT							
Service appropriations	473,876	424,110	438,686	386,681	367,527	366,920	367,083
Resources received free of charge	1,860	294	294	294	294	294	294
Royalties for Regions Fund:							
Regional Community Services Fund	5,626	12,257	5,011	2,777	2,833	2,591	2,649
Regional Infrastructure and Headworks Fund	25,650	-	-	-	-	-	-
TOTAL INCOME FROM STATE GOVERNMENT	507,012	436,661	443,991	389,752	370,654	369,805	370,026
SURPLUS/(DEFICIENCY) FOR THE PERIOD	14,834	11,487	28,412	23,409	20,754	18,159	17,707

(a) Full audited financial statements are published in the agency's Annual Report.
(b) The FTEs for 2013-14 Actual, 2014-15 Estimated Actual and 2015-16 Budget Estimate are 446, 600 and 566 respectively. In some cases the figures for 2013-14 and 2014-15 may differ from previously published figures due to changes in calculation methodology. The FTEs for 2013-14 Actual reflects a number of vacant positions due to the Government's hiring freeze announced in April 2014, which saw an immediate freeze on advertising and recruitment processes for all general government agencies until 30 June 2014. In addition, it excludes 120 FTEs transferred from the Department of Education to the Department's Training Business Centre on 1 July 2014.
(c) Refer to the Details of Controlled Grants and Subsidies table below for further information.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Contracts and Agreements for the Delivery of Training and Employment Services by State Training Providers, Private Training Providers and the Western Australian Academy of Performing Arts at Edith Cowan University.	564,901	538,238	515,862	484,749	483,298	432,127	437,770
Other Grants and Subsidies [(a)]	48,494	34,220	7,518	7,293	7,370	7,183	7,263
TOTAL	613,395	572,458	523,380	492,042	490,668	439,310	445,033

(a) The 2013-14 Actual and 2014-15 Budget includes international student expenditure which has been reclassified from Grants and Subsidies to Other Expenses in the 2014-15 Estimated Actual and across the forward estimates.

STATEMENT OF FINANCIAL POSITION [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CURRENT ASSETS							
Cash assets	23,719	10,012	37,453	26,270	18,186	10,678	7,374
Restricted cash	64,611	54,108	58,415	57,871	68,581	73,085	77,589
Receivables	10,620	4,500	10,620	10,620	10,620	10,620	10,620
Other	8,171	3,143	8,171	8,171	8,171	8,171	8,171
Total current assets	107,121	71,763	114,659	102,932	105,558	102,554	103,754
NON-CURRENT ASSETS							
Holding account receivables	34,603	35,810	35,810	37,017	38,874	41,381	43,888
Property, plant and equipment	87,677	195,396	100,010	94,428	101,834	49,665	49,665
Intangibles	-	-	1,000	9,000	12,350	11,050	9,750
Restricted cash	2,044	2,648	2,301	1,509	1,509	1,509	1,509
Other	280	246	280	280	280	280	280
Total non-current assets	124,604	234,100	139,401	142,234	154,847	103,885	105,092
TOTAL ASSETS	231,725	305,863	254,060	245,166	260,405	206,439	208,846
CURRENT LIABILITIES							
Employee provisions	8,738	10,059	10,513	10,513	10,513	10,513	10,513
Payables	3,337	466	3,337	3,337	3,337	3,337	3,337
Other	29,755	23,890	29,181	28,389	28,389	28,389	28,389
Total current liabilities	41,830	34,415	43,031	42,239	42,239	42,239	42,239
NON-CURRENT LIABILITIES							
Employee provisions	2,202	3,223	2,666	2,666	2,666	2,666	2,666
Other	32	7	32	32	32	32	32
Total non-current liabilities	2,234	3,230	2,698	2,698	2,698	2,698	2,698
TOTAL LIABILITIES	44,064	37,645	45,729	44,937	44,937	44,937	44,937
EQUITY							
Contributed equity	116,739	189,615	108,997	77,486	71,971	(154)	(15,454)
Accumulated surplus/(deficit)	70,095	78,603	98,507	121,916	142,670	160,829	178,536
Reserves	827	-	827	827	827	827	827
Total equity	187,661	268,218	208,331	200,229	215,468	161,502	163,909
TOTAL LIABILITIES AND EQUITY	231,725	305,863	254,060	245,166	260,405	206,439	208,846

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

STATEMENT OF CASHFLOWS [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	472,682	422,903	437,479	385,474	365,670	364,413	364,576
Capital appropriation	6,588	720	1,474	8,279	12,216	237	-
Royalties for Regions Fund:							
Regional Community Services Fund	5,626	31,681	5,011	2,777	2,833	2,591	2,649
Regional Infrastructure and Headworks Fund	66,289	11,420	30,348	21,861	5,933	-	-
Net cash provided by State Government	551,185	466,724	474,312	418,391	386,652	367,241	367,225
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(56,412)	(64,367)	(64,016)	(63,761)	(63,647)	(63,508)	(62,568)
Grants and subsidies	(613,395)	(572,458)	(523,380)	(492,042)	(490,668)	(439,310)	(445,033)
Supplies and services	(34,101)	(30,776)	(23,002)	(23,879)	(26,839)	(30,419)	(30,812)
Accommodation	(6,880)	(8,003)	(8,023)	(7,048)	(7,048)	(7,118)	(7,133)
Other payments	(39,583)	(27,140)	(74,385)	(54,483)	(54,536)	(59,206)	(60,133)
Receipts [(b)]							
Grants and subsidies	182,985	201,942	201,599	203,225	222,680	174,160	179,605
Sale of goods and services	43,222	42,889	3,889	2,914	1,915	3,654	2,604
GST receipts	24,124	20,821	20,821	20,821	20,821	20,821	20,821
Other receipts	5,841	13,083	54,322	48,414	49,573	50,874	51,924
Net cash from operating activities	(494,199)	(424,009)	(412,175)	(365,839)	(347,749)	(350,052)	(350,725)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(59,873)	(47,624)	(55,092)	(66,321)	(36,277)	(20,193)	(15,300)
Net cash from investing activities	(59,873)	(47,624)	(55,092)	(66,321)	(36,277)	(20,193)	(15,300)
CASHFLOWS FROM FINANCING ACTIVITIES							
Other payments	(1)	-	-	-	-	-	-
Net cash from financing activities	(1)	-	-	-	-	-	-
NET INCREASE/(DECREASE) IN CASH HELD	(2,888)	(4,909)	7,045	(13,769)	2,626	(3,004)	1,200
Cash assets at the beginning of the reporting period	93,262	71,677	90,374	98,169	85,650	88,276	85,272
Net cash transferred to/from other agencies	-	-	750	1,250	-	-	-
Cash assets at the end of the reporting period	90,374	66,768	98,169	85,650	88,276	85,272	86,472

(a) Full audited financial statements are published in the agency's Annual Report.
(b) A determination by the Treasurer, pursuant to section 23 of the *Financial Management Act 2006*, provides for the retention of some cash receipts by the Department. Refer to the Net Appropriation Determination table below for further information. Other receipts are retained under the authority of other relevant Acts of Parliament.

NET APPROPRIATION DETERMINATION [a]

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Grants and Subsidies							
Commonwealth Capital	15,300	11,060	11,060	14,710	15,000	15,300	15,300
Commonwealth Recurrent	167,685	190,882	190,539	188,515	207,680	158,860	164,305
Sale of Goods and Services							
Sale of Goods and Services [b]	43,222	42,889	3,889	2,914	1,915	3,654	2,604
GST Receipts							
GST Receipts	24,124	20,821	20,821	20,821	20,821	20,821	20,821
Other Receipts							
International Student Delivery [b]	-	-	39,000	39,975	40,974	41,999	43,049
Interest Receipts	1,772	1,408	1,408	1,408	1,408	1,408	1,408
Other Receipts	4,069	11,675	13,914	7,031	7,191	7,467	7,467
TOTAL	256,172	278,735	280,631	275,374	294,989	249,509	254,954

(a) The moneys received and retained are to be applied to the Department's services as specified in the Budget Statements.
(b) The 2013-14 Actual and 2014-15 Budget includes international student delivery which has been reclassified from Sale of Goods and Services to Other Receipts – International Student Delivery in the 2014-15 Estimated Actual and across the forward estimates.

DETAILS OF ADMINISTERED TRANSACTIONS

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
INCOME							
Other							
Temporary Worker (Skilled) Visa Holder (Subclass 457) Child School Fee	-	6,700	5,182	10,364	10,364	10,364	10,364
TOTAL ADMINISTERED INCOME	-	6,700	5,182	10,364	10,364	10,364	10,364
EXPENSES							
Other							
Payments to the Consolidated Account	-	6,700	5,182	10,364	10,364	10,364	10,364
TOTAL ADMINISTERED EXPENSES	-	6,700	5,182	10,364	10,364	10,364	10,364

Part 7 Minister for Police; Road Safety; Training and Workforce Development; Women's Interests

Asset Investment Program

Eight State Training Providers are undertaking asset improvement programs in 2015-16 comprising various refurbishments and improvements to accommodation and infrastructure, as well as the replacement of equipment for training, and minor works.

	Estimated Total Cost $'000	Estimated Expenditure to 30-6-15 $'000	2014-15 Estimated Expenditure $'000	2015-16 Estimated Expenditure $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CENTRAL INSTITUTE OF TECHNOLOGY							
WORKS IN PROGRESS							
Accommodation and Infrastructure							
Aberdeen Street Frontage Renewal	1,244	833	743	411	-	-	-
Equipment Purchases and Minor Works Projects	12,577	5,988	2,507	2,589	2,000	2,000	-
COMPLETED WORKS							
Accommodation and Infrastructure							
Green Skills Training Centre	20,055	20,055	4,001	-	-	-	-
NEW WORKS							
Building Renewal and Refurbishment - 2018-19 Program	1,100	-	-	-	-	-	1,100
Equipment Replacement - 2018-19 Program	900	-	-	-	-	-	900
Total Cost of Asset Investment Program	35,876	26,876	7,251	3,000	2,000	2,000	2,000
CHALLENGER INSTITUTE OF TECHNOLOGY							
COMPLETED WORKS							
Equipment Replacement - 2014-15 Program	957	957	957	-	-	-	-
NEW WORKS							
Equipment Replacement - 2015-16 to 2018-19 Program	3,415	-	-	389	910	1,039	1,077
Total Cost of Asset Investment Program	4,372	957	957	389	910	1,039	1,077
DURACK INSTITUTE OF TECHNOLOGY							
WORKS IN PROGRESS							
Asset Replacement Program	4,738	2,832	1,365	706	400	400	400
Total Cost of Asset Investment Program	4,738	2,832	1,365	706	400	400	400
GREAT SOUTHERN INSTITUTE OF TECHNOLOGY							
WORKS IN PROGRESS							
Building and Infrastructure Improvements	1,420	365	365	550	283	197	25
Information Technology Equipment Replacement	534	17	17	155	287	50	25
NEW WORKS							
Plant and Equipment Replacement	100	-	-	-	25	50	25
Total Cost of Asset Investment Program	2,054	382	382	705	595	297	75
KIMBERLEY TRAINING INSTITUTE							
WORKS IN PROGRESS							
Asset Replacement Program	1,019	919	100	100	-	-	-
Total Cost of Asset Investment Program	1,019	919	100	100	-	-	-

	Estimated Total Cost $'000	Estimated Expenditure to 30-6-15 $'000	2014-15 Estimated Expenditure $'000	2015-16 Estimated Expenditure $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
PILBARA INSTITUTE							
COMPLETED WORKS							
Pundulmurra Campus Upgrade	11,270	11,270	498	-	-	-	-
Ongoing Asset Maintenance	196	196	196	-	-	-	-
Total Cost of Asset Investment Program	11,466	11,466	694	-	-	-	-
POLYTECHNIC WEST							
WORKS IN PROGRESS							
Trades Equipment							
Major Works	15,036	10,516	1,130	1,130	1,130	1,130	1,130
Minor Works	5,865	3,865	500	500	500	500	500
Total Cost of Asset Investment Program	20,901	14,381	1,630	1,630	1,630	1,630	1,630
SOUTH WEST INSTITUTE OF TECHNOLOGY							
WORKS IN PROGRESS							
Equipment, Maintenance and Minor Works	3,053	1,275	1,275	428	439	450	461
Total Cost of Asset Investment Program	3,053	1,275	1,275	428	439	450	461
WEST COAST INSTITUTE OF TRAINING							
WORKS IN PROGRESS							
McLarty Campus Remedial Works	2,576	676	676	1,900	-	-	-
Minor Capital Works and Equipment and Plant Replacement	9,102	6,101	929	1,091	730	730	450
Total Cost of Asset Investment Program	11,678	6,777	1,605	2,991	730	730	450
Total Cost of State Training Providers Asset Investment Program	95,157	65,865	15,259	9,949	6,704	6,546	6,093
FUNDED BY							
Internal Funds and Balances			15,259	9,949	6,704	6,546	6,093
Total Funding			15,259	9,949	6,704	6,546	6,093

Part 8
Minister for Mental Health; Disability Services; Child Protection

Summary of Portfolio Appropriations

Page	Agency	2014-15 Budget $'000	2014-15 Estimated Actual '000	2015-16 Budget Estimate '000
393	Mental Health Commission			
	– Delivery of Services	621,493	599,474	633,889
	– Administered Grants, Subsidies and Other Transfer Payments	-	-	3
	Total	621,493	599,474	633,892
406	Disability Services Commission			
	– Delivery of Services	692,221	682,752	716,831
	– Capital Appropriation	9,100	9,100	1,999
	Total	701,321	691,852	718,830
418	Child Protection and Family Support			
	– Delivery of Services	560,846	557,182	575,664
	– Capital Appropriation	6,750	6,750	4,090
	Total	567,596	563,932	579,754
	GRAND TOTAL			
	– Delivery of Services	1,874,560	1,839,408	1,926,384
	– Administered Grants, Subsidies and Other Transfer Payments	-	-	3
	– Capital Appropriation	15,850	15,850	6,089
	Total	**1,890,410**	**1,855,258**	**1,932,476**

Division 34 Mental Health Commission

Part 8 Minister for Mental Health; Disability Services; Child Protection

Appropriations, Expenses and Cash Assets

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
DELIVERY OF SERVICES							
Service Appropriation - Base Component	541,731	601,243	580,398	**614,990**	640,493	661,026	690,355
Service Appropriation - Community Service Subsidy Component [a]	17,069	19,491	18,317	**18,116**	16,779	14,294	10,692
Item 43 Net amount appropriated to deliver services	558,800	620,734	598,715	**633,106**	657,272	675,320	701,047
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	735	759	759	**783**	809	809	809
Total appropriations provided to deliver services	559,535	621,493	599,474	**633,889**	658,081	676,129	701,856
ADMINISTERED TRANSACTIONS							
Grants, Subsidies and Transfer Payments [b]							
Item 44 Office of the Chief Psychiatrist	-	-	-	**1**	1	1	1
Item 45 Mental Health Tribunal	-	-	-	**1**	1	1	1
Item 46 Mental Health Advocacy Service	-	-	-	**1**	1	1	1
TOTAL APPROPRIATIONS	559,535	621,493	599,474	**633,892**	658,084	676,132	701,859
EXPENSES							
Total Cost of Services	741,711	791,616	794,243	**836,812**	860,414	881,905	920,234
Net Cost of Services [c]	559,175	627,984	609,676	**646,503**	669,538	682,632	708,559
CASH ASSETS [d]	30,217	19,303	24,729	**17,322**	15,498	15,498	15,498

(a) The Community Service Subsidy has been recast to align with the 2015-16 Independent Hospital Pricing Authority (IHPA) Pricing Framework.
(b) The funding allocated to the three new affiliated bodies is a notional amount pending proclamation of the *Mental Health Act 2014*. Once the Act is proclaimed, full funding will be transferred from WA Health and the Commission.
(c) Represents Total Cost of Services (expenses) less retained revenues applied to the agency's services. Reconciliation to the 'Total appropriations provided to deliver services' includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
(d) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2014-15 Budget to Parliament on 8 May 2014, are outlined below:

	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
1% General Government Efficiency Dividend	(4,700)	(6,400)	(6,700)	(7,000)	(5,538)
15% Procurement Savings	-	(3,202)	(3,166)	(3,218)	(3,171)
Accommodation Relocation	17	3,415	1,690	1,766	1,766
Adjustments to Commonwealth Grants	195	-	-	-	-
Alcohol Interlocks Assessment and Treatment Service	-	773	-	-	-
Fresh Start Recovery Program	-	700	300	116	-
Mental Health Court Diversion	-	3,522	-	-	-
Mental Health Public Hospital Services and Cost Settings	-	5,267	6,188	9,359	2,414
Mobile Community Outreach Teams	685	706	706	-	-

	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
National Partnership Agreement on Pay Equity for the Social and Community Services Sector	19	372	-	-	-
National Perinatal Depression Initiative	1,394	504	-	-	-
Non-Government Human Services Sector Adjustment	(968)	-	-	-	-
Recognition of Additional Grant Revenue and Expense	2,894	-	-	-	-
Royalties for Regions					
Northwest Drug and Alcohol Support Program	39	-	-	-	-
Sub-acute Services in Bunbury and Karratha	-	-	4,000	6,500	6,700
Suicide Prevention Strategy	-	4,132	6,848	7,234	7,636
Transitional Housing and Support Program	-	588	608	628	649
Workforce Renewal Policy					
Hospital Services	(463)	(3,878)	(7,988)	(12,684)	(15,433)
Mental Health Commission	(88)	(713)	(1,462)	(2,252)	(3,083)
Youth Community Treatment	-	2,453	-	-	-

Significant Issues Impacting the Agency

Mental Health, Alcohol and Other Drug Services Plan

- The Commission, in partnership with WA Health, has progressed the implementation of recommendations from the Stokes Review of Admission and Discharge Practices, overseen by an Implementation Partnership Group chaired by the Hon. Barry MacKinnon AM.
- The principal recommendation of the Stokes Review was the need for a comprehensive Mental Health Services Plan. The Western Australian Mental Health, Alcohol and Other Drug Services Plan 2015-2025 (the Plan) was developed in partnership by the Commission, WA Health, the Drug and Alcohol Office and the Department of Corrective Services, with over 1,400 stakeholders contributing.
- The Plan provides a blueprint for the optimal mix and optimal level of services in Western Australia by 2025 to adequately meet the needs of the population and provides guidance and direction for future reform and investment in mental health, alcohol and other drug services. The Plan was launched for public consultation on 3 December 2014 and will be amended based on the outcomes of the consultation process. It is anticipated that the Plan will be provided to the Government for final endorsement in mid-2015.

Suicide Prevention

- Suicide remains the leading cause of death for Australians aged between 15 and 44. The most recent Australian Bureau of Statistics (ABS) data indicates 332 people took their own lives in Western Australia in 2013 (more than double the road toll of 161 for that period).
- A new suicide prevention strategy, Suicide Prevention 2020: together we can save lives, has been developed for the period 2015 to 2020, informed by international best practice and the reports and evaluations regarding the previous strategy. Initial sector consultation has commenced about how the strategy should be implemented. A total of $25.9 million is provided in the 2015-16 Budget Estimate to commence the implementation of the new strategy over the forward estimates. Further consultation will occur during 2015 with a view to finalising the implementation plans by the end of 2015.

Mental Health Activity in the Public Hospital System

- To ensure Western Australians continue to have access to safe, quality and cost effective services, $612 million will be invested into public hospital mental health activity in 2015-16.
- WA Health is the provider of mental health public hospital services in Western Australia and operates within an Activity Based Funding (ABF) environment that closely aligns with the national framework. This is necessary to meet Commonwealth requirements under the National Health Reform Agreement (NHRA).
- In 2015-16, the Commission will be purchasing 54,538 inpatient weighted activity units from WA Health, an increase of 1,101 units, or 2.1% on the 2014-15 Estimated Actual.

Mental Health Infrastructure

- Significant new mental health inpatient services are nearing completion. Capital works on the $2 billion Fiona Stanley Hospital (30 mental health beds) is complete and the mental health service has commenced operations, including a dedicated perinatal mother and baby unit. The $29 million Sir Charles Gairdner Hospital works (30 mental health beds) and the $360.2 million Midland Public Hospital (56 mental health beds) are anticipated to become operational in late 2015. The $1.2 billion Perth Children's Hospital, which includes 20 mental health beds, is expected to become operational in 2016.

- Step-up/step-down community sub-acute services provide a supportive place where a person who may have been in hospital can stay before returning home. Implementation of these services at Rockingham and Broome is being actively progressed with Rockingham anticipated to open in early 2016 and Broome later that year. Further planning work for services in Bunbury and Karratha is underway for openings in 2017.

Other Mental Health Issues

- The National Mental Health Commission has conducted a national review of mental health services and programs and has submitted a report to the Commonwealth Government. The development of the successor to the Fourth National Mental Health Plan is currently on hold subject to the Commonwealth Government's consideration of the National Mental Health Commission's review.

- The Commission continues to work in partnership with the Disability Services Commission and the National Disability Insurance Agency to assist with the inclusion of people with a disability related to a mental health condition (psychosocial disability) in the Western Australian National Disability Insurance Scheme and My Way trial sites.

- The Mental Health Bill 2013 was passed by the Western Australian Parliament on 16 October 2014 and received Royal Assent on 3 November 2014. The *Mental Health Act 2014* provides for the treatment, care and support of people who have a mental illness, the protection of the rights of people who have a mental illness, and recognises the role of families and carers in providing care and support to people who have a mental illness. A period of 12 months is planned for implementation of the new legislation prior to it becoming operational.

- The pilot Mental Health Court Diversion and Support program commenced in 2013 and is providing valuable assessment, treatment and support services to people with mental illness, their families and carers. Up until 31 January 2015, there were 591 referrals to the adult court and 394 to the children's program. Funding of $4.7 million has been allocated ($3.5 million to the Commission) to continue the pilot until June 2016.

Drug and Alcohol Services

- The Transitional Housing and Support Program will continue with new funding to provide support services for residents of the existing 15 houses across the State over the next four years. The program reduces relapse rates and homelessness by providing and supporting community-based independent living in residential housing for people exiting alcohol and other drug residential treatment services.

- Levels of alcohol consumption and related harm are disproportionately high in the Kimberley, Pilbara, and Mid West regions. Further Royalties for Regions funding will enable the expanded service provision through the North West Drug and Alcohol Support program to be sustained in these regions over the next two years, while a program evaluation is undertaken.

- Commonwealth Government grant funding to Alcohol and other Drug treatment services has recently been extended for a further 12 months to the end of June 2016. The extension will enable the Commonwealth to consult with States, Territories and other stakeholders to develop an agreed approach to the findings of its commissioned review of alcohol and other drug treatment services in Australia.

- The development of the next National Drug Strategy for 2016-2020 has commenced to continue to provide a framework for national action on alcohol and other drugs. The development of a new National Alcohol Strategy 2016-2020 is also expected to occur over the next 12 months.

- The Drug and Alcohol Interagency Strategic Framework 2011-2015 is due to expire at the end of 2015 and the development of a new framework for 2016-2020 has commenced. This will continue to provide a guide for government sector strategy, and the development of alcohol and other drug policy, programs and services in Western Australia.

Resource Agreement

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

Outcomes, Services and Key Performance Information

The Commission has revised its Outcome Based Management structure to provide a more transparent view of its operations. The revised structure includes changes to outcomes and service categories, as well as new effectiveness and efficiency indicators.

The 2013-14 Actual, 2014-15 Budget and 2014-15 Estimated Actual have been restated where possible for comparability purposes.

Relationship to Government Goals

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

Government Goal	Desired Outcomes	Services
Results-Based Service Delivery: Greater focus on achieving results in key service delivery areas for the benefit of all Western Australians.	Promote mental health and wellbeing.	1. Prevention
	Reduced incidence of use and harm associated with alcohol and other drug use.	
	Accessible, high quality and appropriate mental health and alcohol and other drug treatments and supports.	2. Hospital Bed Based Services 3. Community Bed Based Services 4. Community Treatment 5. Community Support

Service Summary

Expense	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
1. Prevention	22,407	16,754	22,016	17,032	17,610	17,839	18,542
2. Hospital Bed Based Services	295,063	320,829	319,023	335,846	348,325	359,810	376,099
3. Community Bed Based Services	40,394	38,081	38,057	42,041	47,533	48,797	50,728
4. Community Treatment	335,811	363,324	360,894	383,181	389,216	395,968	412,812
5. Community Support	48,036	52,628	54,253	58,712	57,730	59,491	62,053
Total Cost of Services	741,711	791,616	794,243	836,812	860,414	881,905	920,234

Service 5 in the 2014-15 Budget Papers represented the expenditure on Drug and Alcohol Services. Under the new Outcome Based Management Structure, alcohol and drug services are disaggregated and incorporated into the five new services. For comparative purposes, expenditure under the 2014-15 classification is:

Expense	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Drug and Alcohol Services	85,987	84,846	89,577	86,881	88,288	84,169	86,245

Outcomes and Key Effectiveness Indicators [a]

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
Outcome: Promote mental health and wellbeing:					
Percentage of the Western Australian population with high or very high levels of psychological distress compared to the percentage reported nationally [b]	n/a	n/a	-0.2%	-0.2%	
Outcome: Reduced incidence of use and harm associated with alcohol and other drug use:					
Percentage of the Western Australian population aged 14 years and over reporting recent use of illicit drugs compared to the percentage reported nationally [c]	+3.9%	+2.0%	+2%	+2%	
Percentage of the Western Australian population aged 14 years and over reporting recent use of alcohol at risky levels compared to the percentage reported nationally [d]	+2.5%	+3.4%	+3.4%	+3.4%	
Correct take out messages for alcohol and other drug campaigns among target population [e]	n/a	n/a	53%	61%	1
Outcome: Accessible, high quality and appropriate mental health and alcohol and other drug treatments and supports:					
Readmissions to hospital within 28 days of discharge from acute specialised mental health units [f]	14%	<=12%	15%	<=12%	
Percentage of contacts with community-based public mental health non-admitted services within seven days post discharge from public mental health inpatient units [g]	56%	>=70%	55%	>=70%	
Percentage of closed alcohol and other drug treatment episodes completed as planned [h]	72%	n/a	75%	76%	
Percentage of community organisations contracted to provide mental health services that met the National Standards for Mental Health Services (2010) through independent evaluation [i]	n/a	n/a	n/a	n/a	
Percentage of the population receiving public clinical mental health care (national indicator) [j]	2%	n/a	2.1%	>2.1%	

(a) Further detail in support of the key effectiveness indicators is provided in the agency's Annual Report.
(b) This indicator uses the Kessler Psychological Distress Scale (K10). Data is sourced from the ABS's Australian Health Survey 2011-12 and presents the percentage point difference between the Western Australian and Australian results. This survey is conducted every three years and therefore updated information for this indicator will not be available until after the release of the 2014-15 survey results in 2016. In 2011-12, the national average is 10.8% and the Western Australian figure is 10.6%.
(c) This indicator presents information on the Western Australian prevalence rate for illicit drugs, compared with the national rate. It reflects the impact of preventative initiatives of a range of government departments, including the Commission. Prevalence rates are from the National Drug Strategy Household Survey, which is conducted every three years on the population aged 14 years and over. The Western Australian 2010 survey results for illicit drugs are shown in the 2013-14 actuals and the 2014-15 and 2015-16 years report the 2013 survey results. The percentages reported are the percentage point differences (higher or lower) between the prevalence of use of any illicit drug in Western Australia in the past 12 months, compared with the prevalence reported nationally. Percentages for Western Australia and Australia are reported in the agency's Annual Report.
(d) This indicator reflects the use of alcohol at risky levels and is also extracted from the National Drug Strategy Household Survey results in 2010 and 2013. The indicator reported is the percentage point difference (higher or lower) between the percentage of the population aged 14 years and over in Western Australia who consumed alcohol at levels associated with long-term risk of harm in the past 12 months, compared with the percentage reported nationally.
(e) This indicator reports on the percentage awareness of campaign messages for the Alcohol. Think Again campaign, which is a social marketing program aimed at raising awareness of the risk of alcohol-caused disease and alcohol related harms.
(f) A readmission for any of the separations identified as 'in scope' is defined as an admission to any publicly funded acute specialised mental health inpatient unit in Western Australia. This indicator is constructed using the national definition and target. Readmission rates are also affected by other factors, such as the cyclic and episodic nature of some illnesses or other issues that are beyond the control of the health system. The 2013-14 Actual has been restated to utilise the most up to date information and relates to the 2013 calendar year. Data for the 2014-15 Estimated Actual relates to the 2014 calendar year.
(g) This indicator reports on clients who were followed up by community-based public mental health non-admitted services within seven days following discharge from acute public mental health inpatient units only. The target is considered to be aspirational based on the national definition. As capacity is built in the community managed (non-government) sector, more patients may be supported by these organisations following discharge and these contacts are not included in this indicator. The 2013-14 Actual relates to the 2013 calendar year. Data for 2014-15 Estimated Actual relates to the 2014 calendar year.
(h) This indicator reports the percentage of closed episodes in alcohol and other drug treatment services that were completed as planned. It provides an indication of the extent to which treatment objectives are likely to be achieved.
(i) The program of evaluation of contracted non-government organisations against National Standards for Mental Health Services commenced in February 2015 (reports will be received in May 2015) and therefore a target cannot be identified until baseline information is established.
(j) This indicator measures the accessibility of public specialised mental health services, including inpatient, community and community residential services. Data for the 2013-14 Actual and 2014-15 Estimated Actual relates to the 2013 and 2014 calendar years respectively.

Explanation of Significant Movements

(Notes)

1. The increase in the 2015-16 Budget Target reflects projected awareness increases over time associated with the cumulative effect of exposure to the campaign.

Services and Key Efficiency Indicators

1. Prevention

Prevention and promotion in the mental health and alcohol and other drug sectors include activities to promote positive mental health, raise awareness of mental illness, suicide prevention, and the potential harms of alcohol and other drug use in the community.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	22,407	16,754	22,016	17,032	1
Less Income	4,479	16	2,999	86	
Net Cost of Service	17,928	16,738	19,017	16,946	
Employees (Full Time Equivalents)	22	21	21	21	
Efficiency Indicators					
Cost per Capita to Enhance Mental Health and Wellbeing and Prevent Suicide (Illness Prevention, Promotion and Protection Activities) [(a)]	$4	n/a	$4	$4	
Cost per Capita of the Western Australian Population 14 years and Above for Initiatives that Delay the Uptake and Reduce the Harm Associated with Alcohol and Other Drugs	$6	$5	$5	$3	1
Cost per Person of Alcohol and Other Drug Campaign Target Groups Who are Aware of, and Correctly Recall, the Main Campaign Messages [(b)]	n/a	n/a	$1.05	$0.45	2

(a) This indicator has been restated for 2013-14 due to the reclassification of activities across service streams. Comparisons with previously published results cannot be made.
(b) This indicator reports on the Cost Efficiency of the Alcohol. Think Again campaign, which is a social marketing program aimed at raising awareness of the risk of alcohol-caused disease and alcohol related harms.

Explanation of Significant Movements

(Notes)

1. The variation between the 2014-15 Estimated Actual and the Budget Target for 2015-16 reflects the inclusion in the Cost of Service for 2014-15 of previous Commonwealth funding for Drug and Alcohol Services. In addition, continued funding from external sources for a range of current programs and activities has yet to be confirmed and is not included in 2015-16 Budget Target.

2. Savings are made through the lifespan of a campaign as most production expenses are incurred in the establishing year. This is reflected in the reduction in this indicator target for 2015-16.

2. Hospital Bed Based services

Hospital based services include acute and sub-acute inpatient units, mental health observation areas and hospital in the home.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	295,063	320,829	319,023	335,846	
Less Income	99,916	94,101	107,205	115,426	
Net Cost of Service	195,147	226,728	211,818	220,420	
Employees (Full Time Equivalents)	86	88	88	88	
Efficiency Indicators					
Average Length of Stay in Purchased Acute Specialised Mental Health Units [(a) (b)]	17 days	n/a	15 days	<15 days	
Average Cost per Purchased Bed-day in Acute Specialised Mental Health Units [(a)]	$1,200	n/a	$1,298	$1,345	
Average Length of Stay in Purchased Sub-Acute Specialised Mental Health Units [(b)]	107 days	n/a	103 days	103 days	
Average Cost per Purchased Bed-day in Sub-Acute Specialised Mental Health Units	$1,173	n/a	$1,247	$1,315	
Average Length of Stay in Purchased Hospital in the Home Mental Health Units [(b)]	n/a	n/a	15 days	15 days	
Average Cost per Purchased Bed-day in Hospital in the Home Mental Health Units	n/a	n/a	$1,156	$1,001	1
Average Length of Stay in Purchased Forensic Mental Health Units [(b)]	49 days	n/a	50 days	50 days	
Average Cost per Purchased Bed-day in Forensic Mental Health Units	$1,242	n/a	$1,171	$1,235	

(a) Acute inpatient services includes the Next Step Drug and Alcohol Services Inpatient Withdrawal Unit.
(b) Data for average length of stay for 2013-14 Actual and 2014-15 Estimated Actual relate to the 2013 and 2014 calendar years respectively.

Explanation of Significant Movements

(Notes)

1. Hospital in the Home services for acute mental health care are an expanding service and it is anticipated that the cost of a Hospital in the Home bed will decrease as the number and scope of the service increases.

3. Community Bed Based services

Community bed based services are focused on providing recovery-oriented services and residential rehabilitation in a home-like environment.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	40,394	38,081	38,057	42,041	1
Less Income	7,423	1,970	2,098	2,095	
Net Cost of Service	32,971	36,111	35,959	39,946	
Employees (Full Time Equivalents)	9	9	9	8	
Efficiency Indicators					
Average Cost per Purchased Bed-day in Non-Acute (24 Hours Support) Community Bed Based Services	$236	n/a	$231	$239	
Average Cost per Purchased Bed-day in Non-Acute (Hospital/Nursing Home)	$198	n/a	$201	$208	
Average Cost per Purchased Bed-day in Step-Up/Step-Down Community Bed Based Units	$830	$573	$611	$583	2
Cost per Treatment Episode in Alcohol and Other Drug Residential Rehabilitation Services Completed as Planned or Client Still in Treatment	$7,246	n/a	$6,716	$6,654	

Explanation of Significant Movements

(Notes)

1. The 2015-16 Budget Target is higher than the 2014-15 Estimated Actual due to funding for the additional step-up/step-down services to be implemented at Rockingham and Broome.
2. The variance between the 2013-14 Actual, the 2014-15 Budget and 2014-15 Estimated Actual reflects a significant increase in bed occupancy levels.

4. Community Treatment

Community treatment provides clinical care in the community for individuals with mental health, alcohol and other drug problems. These services generally operate with multidisciplinary teams, and include specialised and forensic community clinical services.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	335,811	363,324	360,894	383,181	
Less Income	66,934	65,018	69,659	69,262	
Net Cost of Service	268,877	298,306	291,235	313,919	
Employees (Full Time Equivalents)	163	165	165	174	
Efficiency Indicators					
Average Cost per Purchased Treatment Day of Ambulatory Care Provided by Public Clinical Mental Health Services (National Indicator)	$450	n/a	$487	$503	
Average Treatment Days per Episode of Ambulatory Care Provided by Public Clinical Mental Health Services	5	n/a	5	5	
Cost per Treatment Episode in Community-Based Alcohol and Other Drug Services Completed as Planned or Client Still in Treatment	$1,996	n/a	$2,114	$2,097	

5. Community Support

Community support services provide individuals with mental health, alcohol and other drug problems access to the help and support they need to participate in their community. These services include peer support, home in-reach, respite, recovery and harm reduction programs.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	48,036	52,628	54,253	58,712	
Less Income	3,784	2,527	2,606	3,440	
Net Cost of Service	44,252	50,101	51,647	55,272	
Employees (Full Time Equivalents)	10	12	12	11	
Efficiency Indicators					
Average Cost per Hour of Community Support Provided to People with Mental Health Problems	$120	n/a	$128	$132	
Average Cost per Episode of Community Support Provided for Alcohol and Other Drug Services	$13,875	n/a	$12,213	$11,562	
Average Cost per Package of Care Provided for the Individualised Community Living Strategy [(a)]	$51,806	$85,769	$74,206	$90,754	1
Cost per Episode of Care in Safe Places for Intoxicated People	$338	n/a	$356	$336	

(a) This indicator has been restated for 2013-14 due to the reclassification of activities across service streams. Comparisons with previously published results cannot be made.

Explanation of Significant Movements

(Notes)

1. The 2013-14 Actual and 2014-15 Estimated Actual are below the target due to support packages being allocated and commencing at staggered times throughout the financial year and therefore include part payments that are not reflective of the full year costs for an individual. The difference between the 2013-14 Actual and the 2014-15 Estimated Actual reflects a revised vacancy management process. This has reduced the time required to fill vacant places with the program and increased the Average Cost per Package of Care Provided for the Individualised Community Living Strategy.

Asset Investment Program

Royalties for Regions (RfR) funding has been budgeted for the building of sub-acute mental health facilities in Karratha and Bunbury. Building will commence in 2015-16 and it is expected that the facilities will be operational in 2016-17.

The $4.3 million asset sales revenue represents the estimated sale price of the Drug and Alcohol Office's (DAO) Field Street premises following relocation to new office accommodation.

	Estimated Total Cost $'000	Estimated Expenditure to 30-6-15 $'000	2014-15 Estimated Expenditure $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
COMPLETED WORKS							
Carnarvon Dual Purpose Centre	3,880	3,880	78	-	-	-	-
Minor Building Works for RfR programs in the Kimberley and Pilbara	620	620	194	-	-	-	-
Minor Works	632	632	474	-	-	-	-
NEW WORKS							
Bunbury Mental Health Sub-acute Unit	4,800	-	-	4,600	200	-	-
Karratha Mental Health Sub-acute Unit	5,900	-	-	5,300	600	-	-
Total Cost of Asset Investment Program	15,832	5,132	746	9,900	800	-	-
Loan and Other Repayments			340	4,312	-	-	-
Total	15,832	5,132	1,086	14,212	800	-	-
FUNDED BY							
Asset Sales			-	4,312	-	-	-
Internal Funds and Balances			1,086	-	-	-	-
Drawdowns from Royalties for Regions Fund [(a)]			-	9,900	800	-	-
Total Funding			1,086	14,212	800	-	-

(a) Regional Community Services Fund.

Financial Statements

The Financial Statements represent the combined data of the Commission and the DAO. As a separate statutory authority, the DAO prepares its own annual report. The accounting presentation of the 2014-15 Annual Reports will reflect the separate identities, while the Budget Papers combine their data. The amalgamation of the two entities will occur on 1 July 2015 and the 2015-16 Annual Report will reflect the single structure.

Income Statement

Expenses

The supplies and services expense relates mainly to the purchase of mental health and drug and alcohol services from non-government agencies.

The Total Cost of Services is increasing over the forward estimates, due to cost escalation, activity growth and the implementation of a range of initiatives, including the new suicide prevention strategy and new sub-acute services in Bunbury and Karratha.

The projected deficits in 2014-15, 2015-16 and 2016-17 represent expenditure of Commonwealth and other revenue not spent in the year received, plus accommodation relocation costs and other approved expenses to be met from cash assets.

Income

The NHRA grant revenue represents the Commonwealth contribution to block-funded and activity-based hospital services. The ABF component is directed through a WA Health special purpose account.

Statement of Cashflows

Revenue retained by the DAO up to 30 June 2015 is authorised under the *Alcohol and Drug Authority Act 1974* and as such does not require a net appropriation determination. From 1 July 2015, as part of the amalgamated Mental Health Commission, all revenues become subject to the net appropriation regime.

INCOME STATEMENT [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
COST OF SERVICES							
Expenses							
Employee benefits [(b)]	38,834	36,698	38,648	38,570	38,433	38,481	38,655
Grants and subsidies [(c)]	6,087	2,995	5,074	3,820	3,113	2,473	2,541
Supplies and services	154,057	157,924	160,522	172,472	167,973	159,712	165,685
Accommodation	1,189	1,011	1,088	4,254	2,570	2,666	2,669
Depreciation and amortisation	395	367	367	336	341	341	341
Service Agreement - WA Health	533,571	585,970	582,290	612,041	641,760	672,154	704,380
Other expenses	7,578	6,651	6,254	5,317	6,224	6,078	5,963
TOTAL COST OF SERVICES	741,711	791,616	794,243	836,812	860,414	881,905	920,234
Income							
Sale of goods and services	-	212	212	-	-	-	-
Grants and subsidies	27,892	6,377	11,178	8,855	706	-	-
National Health Reform Agreement - grant revenue	154,263	157,043	172,843	181,028	190,170	199,273	211,675
Other revenue	381	-	334	426	-	-	-
Total Income	182,536	163,632	184,567	190,309	190,876	199,273	211,675
NET COST OF SERVICES	559,175	627,984	609,676	646,503	669,538	682,632	708,559
INCOME FROM STATE GOVERNMENT							
Service appropriations	559,535	621,493	599,474	633,889	658,081	676,129	701,856
Resources received free of charge	22	-	-	-	-	-	-
Royalties for Regions Fund: Regional Community Services Fund	5,006	5,791	5,800	5,633	9,633	6,503	6,703
TOTAL INCOME FROM STATE GOVERNMENT	564,563	627,284	605,274	639,522	667,714	682,632	708,559
SURPLUS/(DEFICIENCY) FOR THE PERIOD	5,388	(700)	(4,402)	(6,981)	(1,824)	-	-

(a) Full audited financial statements are published in the agency's Annual Report.
(b) The Full Time Equivalents for 2013-14 Actual, 2014-15 Estimated Actual and 2015-16 Budget Estimate are 290, 295 and 302 respectively. In some cases the figures for 2013-14 and 2014-15 may differ from previously published figures due to changes in calculation methodology.
(c) Refer to the Details of Controlled Grants and Subsidies table below for further information.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Department for Child Protection and Family Support - Youth Crisis Accommodation Support	413	427	1,009	442	-	-	-
Department of Housing - National Partnership Agreement Capital	2,500	-	-	-	-	-	-
Mobile Clinical Outreach Team	620	-	685	706	706	-	-
Non-Government Grants	2,554	2,568	3,380	2,672	2,407	2,473	2,541
TOTAL	6,087	2,995	5,074	3,820	3,113	2,473	2,541

STATEMENT OF FINANCIAL POSITION [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CURRENT ASSETS							
Cash assets	21,908	11,380	19,483	12,580	10,756	10,756	10,756
Restricted cash	7,888	7,625	4,825	4,321	4,321	4,321	4,321
Receivables	322	318	322	322	322	322	322
Other	104	117	104	104	104	104	104
Total current assets	30,222	19,440	24,734	17,327	15,503	15,503	15,503
NON-CURRENT ASSETS							
Holding account receivables	4,626	4,905	4,905	5,145	5,385	5,625	5,865
Property, plant and equipment	23,063	23,389	23,442	29,120	29,579	29,238	28,897
Restricted cash	421	298	421	421	421	421	421
Other	71	12	71	71	71	71	71
Total non-current assets	28,181	28,604	28,839	34,757	35,456	35,355	35,254
TOTAL ASSETS	58,403	48,044	53,573	52,084	50,959	50,858	50,757
CURRENT LIABILITIES							
Employee provisions	6,162	5,827	6,162	6,162	6,162	6,162	6,162
Payables	1,925	3,660	1,852	1,818	1,784	1,750	1,750
Other	1,211	1,121	1,196	1,134	1,067	1,000	1,000
Total current liabilities	9,298	10,608	9,210	9,114	9,013	8,912	8,912
NON-CURRENT LIABILITIES							
Employee provisions	1,553	1,395	1,553	1,553	1,553	1,553	1,452
Total non-current liabilities	1,553	1,395	1,553	1,553	1,553	1,553	1,452
TOTAL LIABILITIES	10,851	12,003	10,763	10,667	10,566	10,465	10,364
EQUITY							
Contributed equity	24,906	24,586	24,566	30,154	30,954	30,954	30,954
Accumulated surplus/(deficit)	22,277	10,713	17,875	10,894	9,070	9,070	9,070
Reserves	369	742	369	369	369	369	369
Total equity	47,552	36,041	42,810	41,417	40,393	40,393	40,393
TOTAL LIABILITIES AND EQUITY	58,403	48,044	53,573	52,084	50,959	50,858	50,757

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

STATEMENT OF CASHFLOWS [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	559,212	621,214	599,195	633,649	657,841	675,889	701,616
Royalties for Regions Fund:							
Regional Community Services Fund	6,390	5,791	5,800	15,533	10,433	6,503	6,703
Receipts paid into Consolidated Account	-	-	(340)	(4,312)	-	-	-
Net cash provided by State Government	565,602	627,005	604,655	644,870	668,274	682,392	708,319
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(38,372)	(36,710)	(38,660)	(38,628)	(38,496)	(38,544)	(38,718)
Grants and subsidies	(6,133)	(2,995)	(5,074)	(3,820)	(3,113)	(2,473)	(2,541)
Supplies and services	(155,156)	(157,916)	(160,514)	(172,460)	(167,965)	(159,704)	(165,677)
Accommodation	(1,212)	(1,011)	(1,088)	(4,254)	(2,570)	(2,666)	(2,669)
Service Agreement - WA Health	(533,571)	(585,970)	(582,290)	(612,041)	(641,760)	(672,154)	(704,380)
Other payments	(8,364)	(6,735)	(6,338)	(5,370)	(6,270)	(6,124)	(6,009)
Receipts [(b)]							
Grants and subsidies	27,892	6,377	11,178	8,855	706		
National Health Reform Agreement - grant receipts	154,263	157,043	172,843	181,028	190,170	199,273	211,675
Sale of goods and services	-	212	212	-	-	-	-
Other receipts	617	-	334	-	-	-	-
Net cash from operating activities	(560,036)	(627,705)	(609,397)	(646,689)	(669,298)	(682,392)	(708,319)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(2,428)	(447)	(746)	(9,900)	(800)	-	-
Proceeds from sale of non-current assets	-	-	-	4,312	-	-	-
Net cash from investing activities	(2,428)	(447)	(746)	(5,588)	(800)	-	-
NET INCREASE/(DECREASE) IN CASH HELD	3,138	(1,147)	(5,488)	(7,407)	(1,824)	-	-
Cash assets at the beginning of the reporting period	27,100	20,450	30,217	24,729	17,322	15,498	15,498
Net cash transferred to/from other agencies	(21)	-	-	-	-	-	-
Cash assets at the end of the reporting period	30,217	19,303	24,729	17,322	15,498	15,498	15,498

(a) Full audited financial statements are published in the agency's Annual Report.
(b) A determination by the Treasurer, pursuant to section 23 of the *Financial Management Act 2006*, provides for the retention of some cash receipts by the Commission. Refer to the Net Appropriation Determination table below for further information. Other receipts are retained under the authority of other relevant Acts of Parliament.

NET APPROPRIATION DETERMINATION [(a)]

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Grants and Subsidies							
Child Protection - Street-to-Home Program Clinical Outreach	662	-	685	706	706	-	-
Other Funded Programs	-	-	-	773	-	-	-
Grants and Contributions from the Commonwealth	22,607	6,377	7,404	7,376	-	-	-
Other Receipts							
Other Revenue	14	-	334	-	-	-	-
TOTAL	23,283	6,377	8,423	8,855	706	-	-

(a) The moneys received and retained are to be applied to the Commission's services as specified in the Budget Statements.

DETAILS OF ADMINISTERED TRANSACTIONS [(a)]

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
INCOME							
TOTAL ADMINISTERED INCOME	-	-	-	3	3	3	3
EXPENSES							
Other							
Office of the Chief Psychiatrist	-	-	-	1	1	1	1
Mental Health Tribunal	-	-	-	1	1	1	1
Mental Health Advocacy Service	-	-	-	1	1	1	1
TOTAL ADMINISTERED EXPENSES	-	-	-	3	3	3	3

(a) The funding allocated to the three new affiliated bodies is a notional amount pending proclamation of the *Mental Health Act 2014*. Once the Act is proclaimed, full funding will be transferred from WA Health and the Commission.

Agency Special Purpose Account Details

STATE MANAGED FUND SPECIAL PURPOSE ACCOUNT [(a)]

Account Purpose: The State Health Funding Special Purpose Account provides a mechanism to receive Commonwealth funding for mental health related activity from the State Pool Special Purpose Account for non-activity based hospital services and State funding for non-activity based hospital services, as required under the National Health Reform Agreement.

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000
Opening Balance	-	-	-	-
Receipts:				
State Contribution	112,747	171,890	163,313	175,101
Commonwealth Contribution	65,036	65,018	72,105	71,663
	177,783	236,908	235,418	246,764
Payments to WA Health	177,783	236,908	235,418	246,764
CLOSING BALANCE	-	-	-	-

(a) The 2014-15 Budget Statements included receipts and payments for some public hospital services that are out-of-scope under the NHRA (for example, patient services funded through the Medicare Benefits Schedule, the Pharmaceutical Benefits Scheme and Private Health Insurance Rebate). All figures in the table have been recast to align with the 2015-16 IHPA Pricing Framework.

Division 35 Disability Services Commission

Part 8 Minister for Mental Health; Disability Services; Child Protection

Appropriations, Expenses and Cash Assets

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
DELIVERY OF SERVICES							
Item 47 Net amount appropriated to deliver services	641,053	691,876	682,407	**716,486**	757,982	775,046	786,943
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	335	345	345	**345**	345	345	345
Total appropriations provided to deliver services	641,388	692,221	682,752	**716,831**	758,327	775,391	787,288
CAPITAL							
Item 130 Capital Appropriation	1,860	9,100	9,100	**1,999**	807	772	-
TOTAL APPROPRIATIONS	643,248	701,321	691,852	**718,830**	759,134	776,163	787,288
EXPENSES							
Total Cost of Services	794,121	873,492	866,104	**963,725**	944,921	971,544	992,485
Net Cost of Services [(a)]	631,001	693,273	683,768	**717,833**	759,331	776,398	788,297
CASH ASSETS [(b)]	11,515	11,003	10,182	**5,343**	6,123	6,903	7,683

(a) Represents Total Cost of Services (expenses) less retained revenues applied to the agency's services. Reconciliation to the 'Total appropriations provided to deliver services' includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2014-15 Budget to Parliament on 8 May 2014, are outlined below:

	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
1% General Government Efficiency Dividend	(5,100)	(7,200)	(7,700)	(7,700)	(7,700)
15% Procurement Savings	-	(1,480)	(1,386)	(1,386)	(1,386)
Adjustments to Commonwealth Grants - National Partnership Payments	1,048	634	-	-	-
Adjustments to Commonwealth Grants - Specific Purpose Payment	(134)	(413)	(596)	8,960	6,602
Adjustments to Salaries Cap - Reinstatement of Salary Cost for the Disability Justice Centre	-	2,500	2,562	2,627	2,627
National Partnership Agreement on Pay Equity for the Social and Community Services Sector	1,179	25,809	-	-	-
Non-Government Human Services Sector Indexation Adjustment	(3,961)	-	-	-	-
Workforce Renewal Policy	(408)	(3,283)	(6,764)	(10,510)	(14,438)

Significant Issues Impacting the Agency

- The implementation of the Western Australian National Disability Insurance Scheme (NDIS) My Way trial will continue to be a major focus for the Commission during 2015-16. After nine months of operation, evidence suggests that the trial is progressing smoothly. Feedback from stakeholders and financial sustainability indicators remain positive and point to the NDIS My Way trial being an appropriate model for operationalising the NDIS in Western Australia. The Western Australian NDIS My Way trial commences in Cockburn-Kwinana in July 2015.
- The Commission will continue to monitor the NDIS National Disability Insurance Agency trial in the Perth Hills.
- The transition of 60% of the Commission's accommodation services to non-government disability sector organisations is gaining momentum, with a high-level of satisfaction expressed by individuals and family members. This transition process will accelerate in 2015-16.
- The Commission is moving away from a centralised approach for prioritising people for support funding in favour of de-centralised mechanisms that allocate funding based on needs identified in individual plans. This is consistent with the NDIS. Within the next few years, the Combined Application Process will cease to exist as the de-centralised funding allocation mechanisms expand.
- The first Disability Justice Centre (the Centre) in Western Australia will commence in 2015. This will be the nation's most progressive approach for supporting people with disability who are charged with criminal offences but are found unfit to plead or stand trial due to their intellectual or cognitive impairment. The Centre will assist people with disability to re-integrate into the community. The Centre is complemented by a prison in-reach service, which seeks to assist people with disability in custodial centres.
- The Commission will be progressing a range of initiatives linked to the National Disability Strategy. The Government's Count Me In Strategy will be the mechanism through which a range of inclusion and access initiatives will be implemented for the benefit of people with disability and their families. Housing and employment are areas of priority as they present complex challenges in the broader economic climate.

Resource Agreement

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

Outcomes, Services and Key Performance Information

Relationship to Government Goals

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

Government Goal	Desired Outcomes	Services
Results-Based Service Delivery: Greater focus on achieving results in key service delivery areas for the benefit of all Western Australians.	People with a disability access appropriate services and supports that promote their wellbeing, and choice and control over their lives.	1. Accommodation Support 2. Community-focused Supports 3. Coordination and Individual Support 4. Family Support
	The Western Australian community is inclusive of people with disability.	5. Access and Inclusion

Service Summary

Expense	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
1. Accommodation Support	302,749	326,191	324,435	349,496	358,516	368,863	375,557
2. Community-focused Supports	276,839	316,710	312,750	370,283	341,464	352,103	361,360
3. Coordination and Individual Support	112,431	138,712	120,743	125,441	128,468	131,001	133,201
4. Family Support	100,197	89,502	106,226	116,520	114,434	117,544	120,339
5. Access and Inclusion	1,905	2,377	1,950	1,985	2,039	2,033	2,028
Total Cost of Services	794,121	873,492	866,104	963,725	944,921	971,544	992,485

Outcomes and Key Effectiveness Indicators [(a)]

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
Outcome: People with a disability access appropriate services and supports that promote their wellbeing, and choice and control over their lives:					
Rate of serious/critical incidents per 1,000 service users per year	39	45	25	23	1
Percentage of service users who achieved their individual plan outcomes	n/a	75%	n/a	70%	2
Service user's satisfaction with services	84%	86%	86%	86%	
Take-up rate for services	420	380	443	477	3
Outcome: The Western Australian community is inclusive of people with disability:					
Percentage of public authorities that have lodged a Disability Access and Inclusion Plan with the Commission	82%	100%	94%	100%	4
Percentage of public authorities that reported Disability Access and Inclusion Plans enhanced inclusion for people with disability	72%	85%	85%	87%	5
Service user's satisfaction with social inclusion and community acceptance	73%	80%	80%	80%	

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

Explanation of Significant Movements

(Notes)

1. This indicator applies specifically to Commission provided accommodation services and reports the ratio of serious and critical incidents per 1,000 service users. The reduction in the rate of incidents between the 2014-15 Budget, the 2014-15 Estimated Actual and the 2015-16 Budget Target, is due to greater awareness and implementation of incident reduction strategies.
2. This indicator has a one year lag from the implementation of planning. As 2014-15 is the first year of recording individual plan timeliness, the first reporting of the effectiveness of individual planning will only be available in 2015-16. The target is set at 70% to allow for the first year of trialling new information systems to collect this information.
3. The take-up rate measures the proportion per 1,000 service users of the target population who have accessed the Commission's services (provided or funded) during the year. The increased take-up rate between the 2014-15 Budget, the 2014-15 Estimated Actual and the 2015-16 Budget Target is a result of the combined effects of a downward revision in the target population as reported in the latest 2012 Survey of Disability, Ageing and Carers and the increase in the number of service users.
4. This measure demonstrates whole-of-government support for greater inclusion and accessibility for people with a disability. The 2013-14 Actual is lower than the 2014-15 Estimated Actual and 2015-16 Budget Target as there are currently a number of government agencies in the process of reviewing their Disability Access and Inclusion Plans within the legislated five year cycle that are expected to fully comply by 2015-16.
5. The results of this indicator are obtained from a survey of State and local government agencies. The anticipated improved results in 2014-15 and 2015-16 reflects an improved awareness and commitment from these agencies to enhance the inclusion of people with disability.

Services and Key Efficiency Indicators

1. Accommodation Support

Accommodation support includes a range of accommodation options such as Hostels, Group Homes (Community Residential Accommodation) and Transitional Accommodation for people with a disability who require personal care and assistance with independent living skills from several hours a week to 24-hour care.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	302,749	326,191	324,435	349,496	
Less Income	67,365	72,542	73,534	94,613	1
Net Cost of Service	235,384	253,649	250,901	254,883	
Employees (Full Time Equivalents)	1,099	1,184	1,184	1,184	
Efficiency Indicators					
Percentage of Individual Plans Commenced and Reviewed within the Required Timeframe	n/a	75%	75%	75%	
Average Cost per Service Activity	$155,495	$139,636	$165,359	$173,532	2
Average Cost per Service User	$166,529	$164,826	$177,093	$185,902	

Explanation of Significant Movements

(Notes)

1. The increase in income between the 2014-15 Estimated Actual and 2015-16 Budget Target reflects Commonwealth funding received under the National Disability Agreement (growth and indexation) and the National Partnership Agreement (NPA) on trial of My Way sites in the Lower South West and Cockburn-Kwinana. It also includes funding provided by the Commonwealth Government under the NPA on Pay Equity for the Social and Community Services Sector.

2. The 2014-15 Budget was based on a particular grouping of activities within service areas. During 2013-14, some of the activity groupings were realigned across service areas as a result of the Commission's new performance reporting framework. The 2013-14 Actual, 2014-15 Estimated Actual and 2015-16 Budget Target are now more accurately based on the first full year of these revised service groupings.

2. Community-focused Supports

Community-focused Supports include Supported Community Living, the Community Living Initiative as well as Alternatives to Employment and Recreation programs which support people with disability to live within their local communities.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	276,839	316,710	312,750	370,283	1
Less Income	53,948	62,310	62,820	91,197	2
Net Cost of Service	222,891	254,400	249,930	279,086	
Employees (Full Time Equivalents)	139	150	150	150	
Efficiency Indicators					
Percentage of Individual Plans Commenced and Reviewed within the Required Timeframe	n/a	75%	75%	75%	
Average Cost per Service Activity	$35,814	$28,504	$38,224	$42,226	3
Average Cost per Service User	$46,473	$44,683	$49,596	$54,792	3

Explanation of Significant Movements

(Notes)

1. The increases in expenditure between the 2013-14 Actual, the 2014-15 Estimated Actual, and the 2015-16 Budget Target, represent additional growth, indexation provided to Disability Sector Organisations, wage increases and cost escalation. The additional expenditure includes costs funded by the Commonwealth under the National Disability Agreement and the NPA on trial of My Way sites in the Lower South West and Cockburn-Kwinana. It also includes costs associated with funding provided by the Commonwealth Government under the NPA on Pay Equity for the Social and Community Services Sector.

2. The increases in income between the 2013-14 Actual, the 2014-15 Estimated Actual and the 2015-16 Budget Target, reflect Commonwealth funding received under the National Disability Agreement (growth and indexation) and the NPA on trial of My Way sites in the Lower South West and Cockburn-Kwinana. It also includes funding provided by the Commonwealth Government under the NPA on Pay Equity for the Social and Community Services Sector.

3. The 2014-15 Budget was based on a particular grouping of activities within service areas. During 2013-14, some of the activity groupings were realigned across service areas as a result of the Commission's new performance reporting framework. The 2013-14 Actual, the 2014-15 Estimated Actual and the 2015-16 Budget Target are now more accurately based on the first full year of these revised service groupings.

3. Coordination and Individual Support

Coordination and Individual Support includes supports provided under the Local Area Coordination and the Western Australian NDIS My Way programs, whereby Local Area Coordinators/My Way Coordinators assist people with disability and their families and carers to plan, organise and access supports and services which enhance their participation in and contribution to their local community. It also includes Disability Professional Services and the Community Aids and Equipment Program which support people with disability to maintain health and wellbeing and develop skills and abilities.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	112,431	138,712	120,743	125,441	1
Less Income	21,910	27,290	24,252	30,895	2
Net Cost of Service	90,521	111,422	96,491	94,546	
Employees (Full Time Equivalents)	203	219	219	219	
Efficiency Indicators					
Percentage of Individual Plans Commenced and Reviewed within the Required Timeframe	n/a	75%	75%	75%	
Average Cost per Service Activity	$3,730	$3,826	$3,837	$3,844	
Average Cost per Service User	$5,357	$6,122	$5,512	$5,522	

Explanation of Significant Movements

(Notes)

1. The variance between the 2014-15 Budget and 2014-15 Estimated Actual results from an underspend in 2013-14 which reflects a reallocation of funding in line with the Commission's priorities.
2. The increases in income between the 2013-14 Actual, the 2014-15 Estimated Actual and the 2015-16 Budget Target, reflect Commonwealth funding received under the National Disability Agreement (growth and indexation) and the NPA on trial of My Way sites in the Lower South West and Cockburn-Kwinana. It also includes funding provided by the Commonwealth Government under the NPA on Pay Equity for the Social and Community Services Sector.

4. Family Support

Family Support includes the provision of a range of flexible family support, such as the Family Living Initiative and respite services to support families and carers in their primary care-giving role.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	100,197	89,502	106,226	116,520	1
Less Income	19,526	17,609	21,338	28,698	2
Net Cost of Service	80,671	71,893	84,888	87,822	
Employees (Full Time Equivalents)	111	120	120	120	
Efficiency Indicators					
Percentage of Individual Plans Commenced and Reviewed within the Required Timeframe	n/a	75%	75%	75%	
Average Cost per Service Activity	$13,951	$13,181	$14,524	$15,324	
Average Cost per Service User	$19,658	$20,144	$20,467	$21,590	

Explanation of Significant Movements

(Notes)

1. The variance between the 2014-15 Budget and 2014-15 Estimated Actual results from an overspend in 2013-14 which reflects a reallocation of funding in line with the Commission's priorities.
2. The increase in income between the 2014-15 Estimated Actual and 2015-16 Budget Target reflects Commonwealth funding (growth and indexation) received under the National Disability Agreement and the NPA on trial of My Way sites in the Lower South West and Cockburn-Kwinana. It also includes funding provided by the Commonwealth Government under the NPA on Pay Equity for the Social and Community Services Sector.

5. Access and Inclusion

Access and Inclusion includes Disability Access and Inclusion Plans, advocacy and community education as well as service improvement projects which raise community awareness about disability, and ensures people with disability can access facilities, services and supports and are included in their community.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	1,905	2,377	1,950	1,985	
Less Income	371	468	392	489	
Net Cost of Service	1,534	1,909	1,558	1,496	
Employees (Full Time Equivalents)	10	10	10	10	
Efficiency Indicators					
Percentage of Projects that Achieved their Outcome/s within the Required Time	83%	87%	86%	90%	
Average Cost per Service Activity	$13,511	$17,350	$13,731	$13,322	

Asset Investment Program

The Commission's Asset Investment Program for 2015-16 continues the maintenance, upgrade and fit-out of the Commission's group homes, Local Area Coordination offices and administration buildings. The proposed works will enhance and sustain the economic life of the facilities and contribute to improved service delivery.

	Estimated Total Cost $'000	Estimated Expenditure to 30-6-15 $'000	2014-15 Estimated Expenditure $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
COMPLETED WORKS							
Community Disability Housing - 2014-15 Program	925	925	925	-	-	-	-
Computer Replacement - 2014-15 Program	670	670	670	-	-	-	-
Disability Justice Centre - 2014-15 Program	8,473	8,473	8,473	-	-	-	-
Group Homes Asset Replacement - 2014-15 Program	575	575	575	-	-	-	-
NDIS Trial - My Way Information Technology Development - 2014-15 Program	3,000	3,000	3,000	-	-	-	-
Renovation - 2014-15 Program	650	650	650	-	-	-	-
NEW WORKS							
Community Disability Housing - 2015-16 Program	923	-	-	923	-	-	-
Computer Replacement							
2015-16 Program	575	-	-	575	-	-	-
2016-17 Program	566	-	-	-	566	-	-
2017-18 Program	404	-	-	-	-	404	-
Group Homes Asset Replacement - 2015-16 Program	430	-	-	430	-	-	-
Renovation Program							
2015-16 Program	975	-	-	975	-	-	-
2016-17 Program	750	-	-	-	750	-	-
2017-18 Program	772	-	-	-	-	772	-
Total Cost of Asset Investment Program	19,688	14,293	14,293	2,903	1,316	1,176	-
FUNDED BY							
Capital Appropriation			9,100	1,999	807	772	-
Drawdowns from the Holding Account			1,120	904	509	404	-
Internal Funds and Balances			2,538	-	-	-	-
Asset Sales			1,535	-	-	-	-
Total Funding			14,293	2,903	1,316	1,176	-

Financial Statements

Income Statement

Expenses

The estimated increase in the Total Cost of Services of $97.6 million (11.2%) from the 2014-15 Estimated Actual to the 2015-16 Budget Estimate mainly reflects:

- State growth funding ($24.6 million), allocated to address increasing demand for disability services;
- additional funding under the Non-Government Human Services Sector Indexation Policy ($19.5 million);
- additional State ($20.9 million) and Commonwealth ($31.1 million) funding for the Western Australian NDIS My Way trial sites in the Lower South West and Cockburn-Kwinana, offset by the Commission's contribution to State funding for the National Disability Insurance Agency trial site in the Perth Hills ($34.9 million).
- NPA payments for pay equity to the Social and Community Sector ($24.6 million);
- Commonwealth growth and indexation funding received under the National Disability Agreement ($8.1 million); and
- salary and non-salary cost escalation increases offset by savings measures ($1.2 million).

Income

The estimated increase in total income of $63.6 million (34.8%) from the 2014-15 Estimated Actual to the 2015-16 Budget Estimate is mainly due to Commonwealth funding received under the National Disability Agreement (growth and indexation) and the NPA on trial of My Way sites in the Lower South West and Cockburn-Kwinana. It also includes funding provided by the Commonwealth Government under the NPA on Pay Equity for the Social and Community Services Sector.

Statement of Cashflows

The estimated decrease in net cash held ($4.8 million) in the 2015-16 Budget Estimate is due to the salary payment for the 27th Pay.

INCOME STATEMENT [a]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
COST OF SERVICES							
Expenses							
Employee benefits [b]	164,684	167,622	167,202	173,356	171,279	171,792	172,149
Grants and subsidies [c]	8,128	-	-	-	-	-	-
Supplies and services	601,119	683,495	676,409	767,234	749,958	776,720	797,333
Accommodation	11,490	11,788	11,788	12,172	12,567	11,915	11,886
Depreciation and amortisation	5,093	6,282	6,282	6,282	6,282	6,282	6,282
Other expenses	3,607	4,305	4,423	4,681	4,835	4,835	4,835
TOTAL COST OF SERVICES	794,121	873,492	866,104	963,725	944,921	971,544	992,485
Income							
Sale of goods and services	8,367	8,367	8,367	8,535	8,705	8,705	8,705
Grants and subsidies	146,155	166,352	168,445	231,857	171,385	180,941	189,983
Other revenue	8,598	5,500	5,524	5,500	5,500	5,500	5,500
Total Income	163,120	180,219	182,336	245,892	185,590	195,146	204,188
NET COST OF SERVICES	631,001	693,273	683,768	717,833	759,331	776,398	788,297
INCOME FROM STATE GOVERNMENT							
Service appropriations	641,388	692,221	682,752	716,831	758,327	775,391	787,288
Resources received free of charge	1,287	1,130	1,130	1,130	1,130	1,130	1,130
Royalties for Regions Fund: Regional Community Services Fund	197	136	124	86	88	91	93
TOTAL INCOME FROM STATE GOVERNMENT	642,872	693,487	684,006	718,047	759,545	776,612	788,511
SURPLUS/(DEFICIENCY) FOR THE PERIOD	11,871	214	238	214	214	214	214

(a) Full audited financial statements are published in the agency's Annual Report.
(b) The Full Time Equivalents for 2013-14 Actual, 2014-15 Estimated Actual and 2015-16 Budget Estimate are 1,562, 1,683 and 1,683 respectively. In some cases the figures for 2013-14 and 2014-15 may differ from previously published figures due to changes in calculation methodology.
(c) Refer to the Details of Controlled Grants and Subsidies table below for further information.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Grant to Housing Authority - Housing for People with Disability	8,128	-	-	-	-	-	-
TOTAL	8,128	-	-	-	-	-	-

STATEMENT OF FINANCIAL POSITION [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CURRENT ASSETS							
Cash assets	5,363	3,619	2,825	4,366	4,366	4,366	4,366
Restricted cash	977	7,384	7,357	977	977	977	977
Holding account receivables	1,120	904	904	509	404	-	-
Receivables	8,469	3,540	8,469	8,469	8,469	8,469	8,469
Other	1,391	1,249	1,421	1,352	1,352	1,352	1,352
Total current assets	17,320	16,696	20,976	15,673	15,568	15,164	15,164
NON-CURRENT ASSETS							
Holding account receivables	39,014	44,391	44,391	50,164	56,042	62,324	68,606
Property, plant and equipment	52,283	44,488	59,802	55,474	52,889	47,054	40,772
Intangibles	1,602	1,976	1,602	1,602	1,602	1,602	1,602
Restricted cash	5,175	-	-	-	780	1,560	2,340
Other	4,949	10,981	3,930	3,204	823	1,552	1,552
Total non-current assets	103,023	101,836	109,725	110,444	112,136	114,092	114,872
TOTAL ASSETS	120,343	118,532	130,701	126,117	127,704	129,256	130,036
CURRENT LIABILITIES							
Employee provisions	31,241	32,353	31,309	30,903	30,958	30,958	30,958
Payables	667	1,246	843	832	764	721	721
Other	4,205	4,876	4,981	276	855	1,464	1,464
Total current liabilities	36,113	38,475	37,133	32,011	32,577	33,143	33,143
NON-CURRENT LIABILITIES							
Employee provisions	5,863	5,873	5,863	5,863	5,863	5,863	5,863
Other	-	-	-	-	-	-	566
Total non-current liabilities	5,863	5,873	5,863	5,863	5,863	5,863	6,429
TOTAL LIABILITIES	41,976	44,348	42,996	37,874	38,440	39,006	39,572
EQUITY							
Contributed equity	24,222	30,804	33,322	33,646	34,453	35,225	35,225
Accumulated surplus/(deficit)	(4,440)	(14,821)	(4,202)	(3,988)	(3,774)	(3,560)	(3,346)
Reserves	58,585	58,201	58,585	58,585	58,585	58,585	58,585
Total equity	78,367	74,184	87,705	88,243	89,264	90,250	90,464
TOTAL LIABILITIES AND EQUITY	120,343	118,532	130,701	126,117	127,704	129,256	130,036

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

STATEMENT OF CASHFLOWS [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	635,455	685,940	676,471	710,549	752,045	769,109	781,006
Capital appropriation	1,860	9,100	9,100	1,999	807	772	-
Holding account drawdowns	990	1,120	1,120	904	509	404	-
Royalties for Regions Fund:							
Regional Community Services Fund	197	136	124	86	88	91	93
Receipts paid into Consolidated Account	-	(1,675)	-	(1,675)	-	-	-
Net cash provided by State Government	638,502	694,621	686,815	711,863	753,449	770,376	781,099
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(166,181)	(167,787)	(167,367)	(179,372)	(171,520)	(172,033)	(172,390)
Grants and subsidies	(8,128)	-	-	-	-	-	-
Supplies and services	(600,639)	(681,524)	(674,003)	(765,018)	(748,419)	(775,181)	(795,794)
Accommodation	(11,298)	(11,463)	(11,463)	(11,836)	(12,221)	(11,569)	(11,540)
Other payments	(63,639)	(73,829)	(73,551)	(79,936)	(81,949)	(82,483)	(82,539)
Receipts							
Grants and subsidies	146,155	166,352	168,445	231,857	171,385	180,941	189,983
Sale of goods and services	8,330	8,367	8,367	8,535	8,705	8,705	8,705
GST receipts	56,774	69,078	68,682	74,796	77,166	77,700	77,756
Other receipts	7,121	5,500	5,500	5,500	5,500	5,500	5,500
Net cash from operating activities	(631,505)	(685,306)	(675,390)	(715,474)	(751,353)	(768,420)	(780,319)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(7,230)	(12,505)	(14,293)	(2,903)	(1,316)	(1,176)	-
Proceeds from sale of non-current assets	-	1,675	1,535	1,675	-	-	-
Net cash from investing activities	(7,230)	(10,830)	(12,758)	(1,228)	(1,316)	(1,176)	-
NET INCREASE/(DECREASE) IN CASH HELD	(233)	(1,515)	(1,333)	(4,839)	780	780	780
Cash assets at the beginning of the reporting period	11,748	12,518	11,515	10,182	5,343	6,123	6,903
Cash assets at the end of the reporting period	11,515	11,003	10,182	5,343	6,123	6,903	7,683

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

Agency Special Purpose Account Details

MY WAY TRIAL SITES FUND SPECIAL PURPOSE ACCOUNT

Account Purpose: The My Way Trial sites Fund Special Purpose Account provides a mechanism to receive Commonwealth and State funding in agreed proportion to provide disability support packages, as required by the NPA on trial of My Way sites.

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000
Opening Balance	-	-	-	-
Receipts:				
Appropriations	-	15,460	15,460	57,990
Other	-	10,660	10,660	47,170
	-	26,120	26,120	105,160
Payments	-	26,120	26,120	105,160
CLOSING BALANCE	-	-	-	-

Appropriations, Expenses and Cash Assets

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
DELIVERY OF SERVICES							
Item 48 Net amount appropriated to deliver services	530,459	560,403	556,739	**575,209**	589,422	603,049	621,620
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	432	443	443	**455**	467	479	479
Total appropriations provided to deliver services	530,891	560,846	557,182	**575,664**	589,889	603,528	622,099
CAPITAL							
Item 131 Capital Appropriation	8,586	6,750	6,750	**4,090**	3,140	1,150	1,150
TOTAL APPROPRIATIONS	539,477	567,596	563,932	**579,754**	593,029	604,678	623,249
EXPENSES							
Total Cost of Services	587,161	624,721	619,466	**643,160**	641,639	641,438	660,512
Net Cost of Services [(a)]	542,211	578,959	573,166	**591,701**	594,854	608,816	627,372
CASH ASSETS [(b)]	16,459	12,780	12,023	**5,024**	4,435	4,268	4,268

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

(b) As at 30 June each financial year.

Spending Changes

All recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the agency's Income Statement since presentation of the 2014-15 Budget to Parliament on 8 May 2014, are outlined below:

	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
1% General Government Efficiency Dividend	(4,100)	(5,500)	(5,700)	(5,800)	(5,800)
15% Procurement Savings	-	(2,698)	(2,645)	(2,559)	(2,469)
Adjustment to National Disability Insurance Scheme Trial Sites Contribution	-	489	-	-	-
Capping of Leave Liabilities at 2012-13 Levels	(1,268)	-	-	-	-
Growth in Demand for Child Protection Services	-	16,504	34,775	53,310	67,342
Hardship Utility Grant Scheme					
Discontinuation of Financial Counselling Services	-	(1,797)	(2,340)	(2,340)	(2,340)
Grants	-	8,206	-	-	-
Homelessness Services					
National Affordable Housing Agreement	(52)	3,495	3,558	163	614
National Partnership Agreement on Homelessness	-	17,435	17,435	-	-
National Partnership Agreement on Pay Equity	484	5,000	-	-	-
ICT Savings and Reform	(769)	(1,576)	(1,615)	(1,656)	-
Non-Government Human Services Sector Indexation Adjustment	(1,009)	-	-	-	-
Revisions to Own Source Revenue Estimates and Resources Received Free of Charge	355	156	278	402	528
Royalties for Regions					
Aboriginal Visitors Hostel Derby	-	-	-	-	1,327
Responsible Parenting Services	-	10,622	-	-	-
Targeted Voluntary Separation Scheme [(a)]	2,384	-	-	-	-
Transfer of Corporate Services Functions to the Department of Local Government and Communities	(465)	(477)	(489)	(501)	(513)
Workforce Renewal Policy	(673)	(5,515)	(11,304)	(17,377)	(23,745)

(a) Preliminary cost required to make payments to staff departing prior to the closure of the Targeted Voluntary Separation Scheme at 30 April 2015. The final cost of the Scheme will be known once staff leave the public sector and will be published in the 2014-15 Annual Report on State Finances. Agency savings flowing from the Scheme will be dependent on the final costs and will be allocated to agency budgets as part of the 2015-16 Mid-year Review.

Significant Issues Impacting the Agency

- Demand for child protection, children in care and family support services continues to rise and can be attributed to an increased public awareness and reporting of child abuse and neglect, and the broadened legislative mandate of the Department, including mandatory reporting. In the 12 month period to June 2014, there was a 14% increase in the number of safety and wellbeing assessments undertaken from the previous year. At 31 December 2014, the number of children in care had risen to over 4,300 - with children entering care younger and remaining longer. The Signs of Safety Child Protection Framework is assisting the Department to reduce the annual growth of children entering care from 13% in 2008 to less than 7% in 2014.
- While the rate of non-Aboriginal children coming into care is slowing, Aboriginal children are significantly over-represented with almost 2,300 Aboriginal children in care at December 2014. While Aboriginal children make up only 6.7% of the child population in Western Australia, they are now 52% of all children in care.
- Relative care has overtaken general foster care as the main care type, with more than 50% of children in foster care placed with relative carers. The Department is tailoring support for the specific needs of these carers, along with a continued focus on recruitment and partnership with general carers.
- The responsibility of supporting children in care is shared with the community services sector. An additional 59 placements were funded in the community service sector in 2014-15.
- Family and domestic violence impacts on vulnerable adults and children and is an underlying factor in many child protection cases referred to the Department. From January to June 2014, almost 19,000 domestic violence incident reports were responded to by coordinated interagency response teams across Western Australia.
- A high demand for homelessness and related support services exists due to limitations in access to affordable housing, with 22,000 clients facing homelessness in 2013-14. Increased demand for crisis accommodation and tenancy support is occurring alongside a lack of certainty of long-term Commonwealth funding.
- The Armadale Family Support Network was evaluated in 2014 with indication that up to 300 notifications were potentially diverted from the Department in 2013-14. The Family Support Network expansion to a fourth site in Fremantle during 2015 will provide coordinated support and prevent families entering the child protection system.

Resource Agreement

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

Outcomes, Services and Key Performance Information

The Department has revised its Outcome Based Management (OBM) structure to provide a more transparent view of its operations. The revised structure includes an expansion from three to 10 services as well as new effectiveness and efficiency indicators.

The 2013-14 Actual, 2014-15 Budget and 2014-15 Estimated Actual have been restated where possible for comparability purposes. However, in the case of the effectiveness and efficiency indicators, comparative data is not available for the 2013-14 Actual and 2014-15 Budget.

Relationship to Government Goals

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

Government Goal	Desired Outcomes	Services
Results-Based Service Delivery: Greater focus on achieving results in key service delivery areas for the benefit of all Western Australians.	Families and individuals are assisted to overcome their risks and crises, are kept safe and are diverted from the child protection system.	1. Homelessness Services 2. Responsible Parenting Services 3. At Risk Youth Services 4. Family Support Services
	Children and young people needing protection are safe from abuse and harm.	5. Family and Domestic Violence Services 6. Working with Children Checks 7. Child Protection Assessments and Investigations 8. Child Centred Family Support Services
	Children and young people in the Chief Executive Officer's (CEO's) care receive a high quality of care and have much improved life chances.	9. Care Arrangements for Children in the CEO's Care 10. Support Services for Children in the CEO's Care

Service Summary

Expense	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
1. Homelessness Services	45,909	50,232	49,603	56,812	53,475	32,901	33,405
2. Responsible Parenting Services	24,724	27,430	27,645	27,699	17,141	17,385	17,575
3. At Risk Youth Services	11,441	12,116	12,673	12,989	13,265	13,295	13,319
4. Family Support Services	46,833	48,387	46,050	45,471	37,258	37,354	37,504
5. Family and Domestic Violence Services	35,754	37,054	36,049	36,597	37,482	37,510	37,532
6. Working with Children Checks	11,660	12,619	12,604	13,130	13,506	13,895	14,295
7. Child Protection Assessments and Investigations	73,907	78,122	79,323	79,844	80,870	82,746	84,114
8. Child Centred Family Support Services	40,307	43,725	37,069	37,478	38,098	39,006	39,662
9. Care Arrangements for Children in the CEO's Care	225,394	238,670	236,555	250,412	266,262	280,703	294,241
10. Support Services for Children in the CEO's Care	71,232	76,366	81,895	82,728	84,282	86,643	88,865
Total Cost of Services	587,161	624,721	619,466	643,160	641,639	641,438	660,512

Outcomes and Key Effectiveness Indicators [(a)]

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
Outcome: Families and individuals are assisted to overcome their risks and crises, are kept safe and are diverted from the child protection system:					
Percentage of clients with some or all goals achieved at the completion of a homelessness service support period	n/a	n/a	84%	85%	
Percentage of Parent Support clients who demonstrated positive gains in their parenting skills that resulted in improved child behaviour	n/a	n/a	78%	80%	
Percentage of at risk youth clients who reported that their needs were met as a result of receiving services	n/a	n/a	94%	95%	
Percentage of family support service clients who reported confidence to manage as a result of receiving services	n/a	n/a	93%	95%	
Outcome: Children and young people needing protection are safe from abuse and harm:					
Improved safety - Proportion of clients who were assessed and received a response as a result of a family and domestic violence (FDV) incident and did not require another FDV related response within 12 months	n/a	n/a	90%	90%	
Proportion of working with children cards issued within 30 days of lodgement where the applicant had no criminal record	n/a	n/a	84%	90%	
Proportion of decisions finalised within 60 days where the applicant for a working with children card had a criminal record	n/a	n/a	87%	90%	
Improved safety - Proportion of children not subject to a subsequent substantiation of harm within 12 months of a previous substantiation of harm	94%	95%	93%	95%	
Improved safety - Proportion of children not subject to a substantiation of harm 12 months after an assessment of harm that was unsubstantiated	95%	95%	94%	95%	
Proportion of children who received a child centred family support service and did not enter care within 12 months of service completion	n/a	n/a	86%	90%	
Outcome: Children and young people in the Chief Executive Officer's (CEO's) care receive a high quality of care and have much improved life chances:					
Proportion of Aboriginal children in the CEO's care placed in accordance with the Aboriginal and Torres Strait Islander Child Placement Principle	68%	80%	68%	80%	1
Proportion of children in the CEO's care who felt safe in their care arrangement	n/a	n/a	93%	95%	
Proportion of children in the CEO's care with comprehensive care planning undertaken within set timeframes	85%	85%	85%	90%	
Proportion of children in the CEO's care who felt supported in their care arrangement	n/a	n/a	84%	90%	

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

Explanation of Significant Movements

(Notes)

1. The result of 68% in the 2013-14 Actual and 2014-15 Estimated Actual highlights the increasing number of Aboriginal children entering care and the challenges of recruiting Aboriginal foster carers. The results were comparable to other Australian child protection jurisdictions, with a 68% result achieved nationally in 2013-14.

Services and Key Efficiency Indicators

1. Homelessness Services

Accommodation and related support services for individuals and families who are homeless or at risk of homelessness.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	45,909	50,232	49,603	56,812	1
Less Income	36,782	38,150	38,585	43,779	
Net Cost of Service	9,127	12,082	11,018	13,033	
Employees (Full Time Equivalents)	20	20	20	20	
Efficiency Indicators					
Average Cost per Client [(a)]	n/a	n/a	$3,589	$4,087	1

(a) The number of clients for the 2014-15 Estimated Actual and 2015-16 Budget Target are 13,819 and 13,900 respectively.

Explanation of Significant Movements

(Notes)

1. The increase in costs for the 2015-16 Budget Target compared to the 2014-15 Estimated Actual is due to additional Commonwealth funding to assist eligible homelessness service providers to meet wage increases over the last three years under the new National Partnership Agreement on Pay Equity.

2. Responsible Parenting Services

Responsible parenting support services are aimed at increasing families' capacity to care for children and young people whose safety and wellbeing are at risk.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	24,724	27,430	27,645	27,699	
Less Income	202	20	43	21	
Net Cost of Service	24,522	27,410	27,602	27,678	
Employees (Full Time Equivalents)	189	189	189	189	
Efficiency Indicators					
Average Cost per Responsible Parenting Case [(a)]	n/a	n/a	$11,358	$11,080	

(a) The number of cases for the 2014-15 Estimated Actual and 2015-16 Budget Target are 2,434 and 2,500 respectively.

3. At Risk Youth Services

Services to disadvantaged young people aged 12 to 18 years that assist them to connect with appropriate support services, family members, peers and their communities.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	11,441	12,116	12,673	12,989	
Less Income	534	503	506	503	
Net Cost of Service	10,907	11,613	12,167	12,486	
Employees (Full Time Equivalents)	23	23	23	23	
Efficiency Indicators					
Average Cost per Client [(a)]	n/a	n/a	$742	$866	1

(a) The number of clients for the 2014-15 Estimated Actual and 2015-16 Budget Target are 17,078 and 15,000 respectively.

Explanation of Significant Movements

(Notes)

1. The higher average cost in the 2015-16 Budget Target compared to the 2014-15 Estimated Actual is due to an anticipated decrease in the number of clients following the introduction of service changes that require contracted services to undertake more intensive case management services.

4. Family Support Services

Family support services that strengthen families' ability to overcome crisis in their lives and improve family functioning.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	46,833	48,387	46,050	45,471	
Less Income	1,004	405	399	384	
Net Cost of Service	45,829	47,982	45,651	45,087	
Employees (Full Time Equivalents)	120	120	116	116	
Efficiency Indicators					
Average Cost per Case [(a) (b)]	n/a	n/a	$945	$930	

(a) The number of cases for the 2014-15 Estimated Actual and 2015-16 Budget Target are 29,016 and 30,000 respectively.
(b) The calculation of this indicator excludes expenditure on services that do not have quantifiable cases.

5. Family and Domestic Violence Services

A range of services to people experiencing family and domestic violence, including the provision of crisis accommodation, counselling and community-based response teams that provide coordinated agency responses to family and domestic violence incidents.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	35,754	37,054	36,049	36,597	
Less Income	24	2	5	2	
Net Cost of Service	35,730	37,052	36,044	36,595	
Employees (Full Time Equivalents)	21	21	21	21	
Efficiency Indicators					
Average Cost per Client [(a)]	n/a	n/a	$3,188	$3,050	

(a) The number of clients for the 2014-15 Estimated Actual and 2015-16 Budget Target are 11,306 and 12,000 respectively.

6. Working with Children Checks

Working with Children Checks increase child safety by helping to prevent people from working with children where they have a criminal history that indicates they may harm children.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	11,660	12,619	12,604	13,130	
Less Income	4,328	6,409	6,303	6,523	
Net Cost of Service	7,332	6,210	6,301	6,607	
Employees (Full Time Equivalents)	49	49	49	49	
Efficiency Indicators					
Average Cost per Application Processed [(a) (b)]	n/a	n/a	$46	$50	
Average Cost per Screening Outcome [(a) (b)]	n/a	n/a	$67	$73	

(a) The number of applications processed for the 2014-15 Estimated Actual and 2015-16 Budget Target are 105,000 and 100,000 respectively.
(b) The calculation of this indicator excludes expenditure on the activities that do not have quantifiable clients.

7. Child Protection Assessments and Investigations

Assessing concerns reported to the Department about the wellbeing of children and young people and responding appropriately, including child protection assessments, investigations and making applications for court orders.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	73,907	78,122	79,323	79,844	
Less Income	554	52	110	53	
Net Cost of Service	73,353	78,070	79,213	79,791	
Employees (Full Time Equivalents)	473	490	484	490	
Efficiency Indicators					
Average Cost per Child Involved in Child Protection Cases [(a) (b)]	$4,122	$4,223	$4,442	$4,436	

(a) The number of cases for the 2013-14 Actual, 2014-15 Budget, 2014-15 Estimated Actual and 2015-16 Budget Target are 17,929, 18,500, 17,857 and 18,000 respectively.
(b) This is an existing efficiency indicator, however the 2013-14 Actual and 2014-15 Budget figures vary from previously published figures due to a change in the calculation methodology as a result of the Department's revised OBM reporting structure.

8. Child Centred Family Support Services

Intensive support services for families of children and young people who are at risk of entering the care of the CEO and require these services to promote or safeguard their safety and wellbeing.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	40,307	43,725	37,069	37,478	1
Less Income	258	26	46	22	
Net Cost of Service	40,049	43,699	37,023	37,456	
Employees (Full Time Equivalents)	198	204	200	203	
Efficiency Indicators					
Average Cost per Child Centred Family Support Case [(a)]	n/a	n/a	$9,461	$9,370	

(a) The number of cases for the 2014-15 Estimated Actual and 2015-16 Budget Target are 3,918 and 4,000 respectively.

Explanation of Significant Movements

(Notes)

1. The lower than anticipated Total Cost of Services in the 2014-15 Estimated Actual was predominately a result of the latest time allocation survey of field staff which identified a shift in staff time from providing child centred family support services to providing child protection services and supporting children in care.

9. Care Arrangements for Children in the CEO's Care

Provision of safe and stable care arrangements for children and young people in the care of the CEO.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	225,394	238,670	236,555	250,412	
Less Income	758	144	189	117	
Net Cost of Service	224,636	238,526	236,366	250,295	
Employees (Full Time Equivalents)	629	657	648	656	
Efficiency Indicators					
Average Cost per Day of a Foster Care Arrangement [(a)]	n/a	n/a	$123	$125	
Average Cost per Day of a Residential Based Care Arrangement [(b)]	n/a	n/a	$1,236	$1,208	
Average Cost per Day of an Exceptionally Complex Needs Care Arrangement [(c)]	n/a	n/a	$1,296	$1,487	1
Average Cost per Day of a Secure Care Arrangement [(d)]	n/a	n/a	$3,811	$3,805	

(a) The number of days in foster care arrangements for the 2014-15 Estimated Actual and 2015-16 Budget Target are 1,309,726 and 1,370,000 respectively.
(b) The number of days of residential based care arrangements for the 2014-15 Estimated Actual and 2015-16 Budget Target are 39,590 and 41,000 respectively.
(c) The number of days of exceptionally complex needs care arrangements for the 2014-15 Estimated Actual and 2015-16 Budget Target are 9,400 and 9,700 respectively.
(d) The number of days of secure care living arrangements for the 2014-15 Estimated Actual and 2015-16 Budget Target are 1,300 and 1,300 respectively.

Explanation of Significant Movements

(Notes)

1. The increase in the average cost in the 2015-16 Budget Target is due to higher costs associated with caring for children who have complex needs and/or exhibit challenging behaviours. These children require individualised and intensive support services and cannot be accommodated in other care arrangements.

10. Support Services for Children in the CEO's Care

Services for the safety, support and wellbeing of children and young people in the care of the CEO.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated Actual	2015-16 Budget Target	Note
	$'000	$'000	$'000	$'000	
Total Cost of Service	71,232	76,366	81,895	82,728	
Less Income	506	51	114	55	
Net Cost of Service	70,726	76,315	81,781	82,673	
Employees (Full Time Equivalents)	504	511	506	509	
Efficiency Indicators					
Average Cost per Day to Plan for and Support a Child in the CEO's Care [(a)]	$48	$51	$53	$51	

(a) The total number of days for the 2013-14 Actual, 2014-15 Budget, 2014-15 Estimated Actual and 2015-16 Budget Target are 1,491,667, 1,502,000, 1,543,833 and 1,624,000 respectively.

Asset Investment Program

The Asset Investment Program provides for minor works and the replacement or expansion of assets that support the delivery of the Department's services. This includes assets relating to service delivery accommodation, residential care facilities and information and communications technology (ICT).

Major service delivery accommodation projects completed during 2014-15 included the relocation of the Armadale and Gosnells offices to new premises in Armadale, the expansion of the existing Merredin office accommodation and improvements to the Department's Head Office accommodation fit-out.

The anticipated expenditure for service delivery accommodation in 2015-16 and 2016-17 relates to the relocation of the Pilbara and Mirrabooka district offices to newly constructed offices in South Hedland and Mirrabooka.

The major ICT project completed during 2014-15 was the replacement of the Storage Area Network. The ICT replacement program for 2015-16 provides for the ongoing provision of hardware and software to meet the Department's service delivery needs.

	Estimated Total Cost $'000	Estimated Expenditure to 30-6-15 $'000	2014-15 Estimated Expenditure $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
WORKS IN PROGRESS							
Accommodation - Service Delivery Accommodation	33,590	30,709	7,910	2,881	-	-	-
Computer Hardware and Software - ICT Replacement Program	6,261	1,661	1,150	1,150	1,150	1,150	1,150
COMPLETED WORKS							
Hostels and Group Homes - Reform and Expansion of Residential Care	23,348	23,348	440	-	-	-	-
NEW WORKS							
Accommodation - New/Relocated Offices - Mirrabooka Office Relocation	2,500	-	-	59	2,441	-	-
Total Cost of Asset Investment Program	65,699	55,718	9,500	4,090	3,591	1,150	1,150
FUNDED BY							
Capital Appropriation			6,750	4,090	3,140	1,150	1,150
Internal Funds and Balances			2,750	-	451	-	-
Total Funding			9,500	4,090	3,591	1,150	1,150

Financial Statements

Income Statement

Expenses

The Total Cost of Services is estimated to increase by $23.7 million in 2015-16 compared to the 2014-15 Estimated Actual. The increase is primarily a result of:

- an additional $16.5 million in funding that has been allocated to address the anticipated increase in cost and demand pressures associated with delivering child protection and out-of-home care services in 2015-16; and
- an additional $4.5 million to assist eligible homelessness service providers to meet increased wages arising from the Pay Equity Order provided under the National Partnership Agreement on Pay Equity.

Income

The total income for 2015-16 is anticipated to be $51.5 million, an increase of $5.2 million compared to the 2014-15 Estimated Actual. The increase is mainly due to additional Commonwealth funding to assist eligible homelessness service providers to meet wage increases over the last three years under the new National Partnership Agreement on Pay Equity.

Statement of Financial Position

The $3.8 million increase in total equity from the 2014-15 Estimated Actual to the 2015-16 Budget is primarily attributable to an increase in the holding account provision for asset replacement following the completion of a number of capital projects.

Statement of Cashflows

Cash assets are forecast to decline by $4.4 million in 2014-15, from $16.5 million in 2013-14. This reduction is predominately due to the carryover of cash reserves from 2013-14 to 2014-15 to fund approved expenditure for service delivery accommodation capital projects and the operation of regional Responsible Parenting Services.

A further $7 million reduction in cash assets is anticipated in 2015-16 due to the 27th Pay which occurs in that year.

INCOME STATEMENT [a]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
COST OF SERVICES							
Expenses							
Employee benefits [b]	254,090	265,249	265,260	266,611	263,296	268,046	270,893
Grants and subsidies [c]	104,241	103,490	112,774	127,061	137,264	152,098	166,956
Supplies and services	184,808	215,066	200,080	207,406	202,781	182,637	180,308
Accommodation	29,485	24,803	25,041	25,434	25,553	25,823	26,517
Depreciation and amortisation	6,720	10,105	10,105	10,105	6,005	6,005	8,826
Other expenses	7,817	6,008	6,206	6,543	6,740	6,829	7,012
TOTAL COST OF SERVICES	587,161	624,721	619,466	643,160	641,639	641,438	660,512
Income							
Sale of goods and services	4,381	6,506	6,350	6,571	6,636	6,702	6,769
Grants and subsidies	37,123	38,079	38,689	43,706	39,409	25,180	25,631
Other revenue	3,446	1,177	1,261	1,182	740	740	740
Total Income	44,950	45,762	46,300	51,459	46,785	32,622	33,140
NET COST OF SERVICES	542,211	578,959	573,166	591,701	594,854	608,816	627,372
INCOME FROM STATE GOVERNMENT							
Service appropriations	530,891	560,846	557,182	575,664	589,889	603,528	622,099
Resources received free of charge	2,397	1,968	2,217	2,267	2,324	2,382	2,441
Royalties for Regions Fund: Regional Community Services Fund	13,723	14,338	12,594	13,501	2,909	2,739	2,808
TOTAL INCOME FROM STATE GOVERNMENT	547,011	577,152	571,993	591,432	595,122	608,649	627,348
SURPLUS/(DEFICIENCY) FOR THE PERIOD	4,800	(1,807)	(1,173)	(269)	268	(167)	(24)

(a) Full audited financial statements are published in the agency's Annual Report.
(b) The Full Time Equivalents for 2013-14 Actual, 2014-15 Estimated Actual and 2015-16 Budget Estimate are 2,226, 2,256 and 2,276 respectively. In some cases the figures for 2013-14 and 2014-15 may differ from previously published figures due to changes in calculation methodology.
(c) Refer to the Details of Controlled Grants and Subsidies table below for further information.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Bereavement Assistance	830	705	705	705	705	705	705
Capital - East Kimberley Family and Domestic Violence Hub	1,235	-	-	-	-	-	-
Children in Care and Family Support	92,067	93,207	101,806	115,658	134,178	149,718	164,576
Hardship Utility Grant Scheme (HUGS) [a]	8,425	9,488	9,488	9,725	1,585	1,585	1,585
Natural Disaster Assistance	77	-	-	-	-	-	-
Other	1,607	90	775	973	796	90	90
TOTAL	104,241	103,490	112,774	127,061	137,264	152,098	166,956

(a) Lower funding in the forward estimates for HUGS reflects base provisions which are reviewed on an annual basis to take into account the changes in demand and electricity tariffs.

STATEMENT OF FINANCIAL POSITION [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CURRENT ASSETS							
Cash assets	8,432	5,491	4,412	4,675	3,378	2,503	1,744
Restricted cash	1,670	27	68	68	68	68	68
Receivables	2,627	2,681	2,627	2,627	2,627	2,627	2,627
Other	1,626	2,751	1,626	1,626	1,626	1,626	1,626
Assets held for sale	2,402	-	-	-	-	-	-
Total current assets	16,757	10,950	8,733	8,996	7,699	6,824	6,065
NON-CURRENT ASSETS							
Holding account receivables	47,275	57,880	57,880	68,485	74,990	81,495	90,821
Property, plant and equipment	103,916	90,895	99,106	98,342	96,125	93,120	91,142
Intangibles	21,963	18,177	20,204	18,445	16,686	14,836	12,663
Restricted cash	6,357	7,262	7,543	281	989	1,697	2,456
Other	11,532	26,866	17,469	13,977	15,539	15,539	12,014
Total non-current assets	191,043	201,080	202,202	199,530	204,329	206,687	209,096
TOTAL ASSETS	207,800	212,030	210,935	208,526	212,028	213,511	215,161
CURRENT LIABILITIES							
Employee provisions	43,389	42,080	41,832	42,332	42,832	43,332	43,832
Payables	739	3,451	739	739	739	739	739
Other	8,276	12,612	9,999	3,269	2,863	2,863	2,887
Total current liabilities	52,404	58,143	52,570	46,340	46,434	46,934	47,458
NON-CURRENT LIABILITIES							
Employee provisions	12,031	11,852	11,852	11,852	11,852	11,852	11,852
Other	185	227	185	185	185	185	185
Total non-current liabilities	12,216	12,079	12,037	12,037	12,037	12,037	12,037
TOTAL LIABILITIES	64,620	70,222	64,607	58,377	58,471	58,971	59,495
EQUITY							
Contributed equity	92,731	100,728	97,052	101,142	104,282	105,432	106,582
Accumulated surplus/(deficit)	(23,533)	(33,598)	(24,706)	(24,975)	(24,707)	(24,874)	(24,898)
Reserves	73,982	74,678	73,982	73,982	73,982	73,982	73,982
Total equity	143,180	141,808	146,328	150,149	153,557	154,540	155,666
TOTAL LIABILITIES AND EQUITY	207,800	212,030	210,935	208,526	212,028	213,511	215,161

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

STATEMENT OF CASHFLOWS [(a)]
(Controlled)

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	520,286	550,241	546,577	565,059	583,384	597,023	612,773
Capital appropriation	8,586	6,750	6,750	4,090	3,140	1,150	1,150
Holding account drawdowns	1,600	-	-	-	-	-	-
Royalties for Regions Fund:							
Regional Community Services Fund	13,723	14,338	12,594	13,501	2,909	2,739	2,808
Net cash provided by State Government	544,195	571,329	565,921	582,650	589,433	600,912	616,731
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(256,736)	(263,026)	(265,273)	(272,847)	(263,218)	(267,561)	(270,390)
Grants and subsidies	(105,828)	(103,490)	(112,774)	(127,061)	(137,264)	(152,098)	(166,956)
Supplies and services	(181,712)	(211,176)	(196,551)	(204,018)	(199,288)	(179,121)	(176,672)
Accommodation	(26,548)	(24,153)	(23,998)	(24,370)	(24,462)	(24,705)	(25,371)
Other payments	(39,881)	(31,045)	(35,518)	(32,761)	(33,534)	(33,613)	(33,778)
Receipts [(b)]							
Grants and subsidies	37,123	38,079	38,689	43,706	39,409	25,180	25,631
Sale of goods and services	4,375	6,506	6,350	6,571	6,636	6,702	6,769
GST receipts	30,945	22,465	26,957	24,039	24,550	24,547	24,446
Other receipts	3,446	1,177	1,261	1,182	740	740	740
Net cash from operating activities	(534,816)	(564,663)	(560,857)	(585,559)	(586,431)	(599,929)	(615,581)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(13,573)	(7,292)	(9,500)	(4,090)	(3,591)	(1,150)	(1,150)
Net cash from investing activities	(13,573)	(7,292)	(9,500)	(4,090)	(3,591)	(1,150)	(1,150)
NET INCREASE/(DECREASE) IN CASH HELD	(4,194)	(626)	(4,436)	(6,999)	(589)	(167)	-
Cash assets at the beginning of the reporting period	20,653	13,406	16,459	12,023	5,024	4,435	4,268
Cash assets at the end of the reporting period	16,459	12,780	12,023	5,024	4,435	4,268	4,268

(a) Full audited financial statements are published in the agency's Annual Report.
(b) A determination by the Treasurer, pursuant to section 23 of the *Financial Management Act 2006*, provides for the retention of some cash receipts by the Department. Refer to the Net Appropriation Determination table below for further information. Other receipts are retained under the authority of other relevant Acts of Parliament.

NET APPROPRIATION DETERMINATION [a]

	2013-14 Actual $'000	2014-15 Budget $'000	2014-15 Estimated Actual $'000	2015-16 Budget Estimate $'000	2016-17 Forward Estimate $'000	2017-18 Forward Estimate $'000	2018-19 Forward Estimate $'000
Grants and Subsidies							
National Affordable Housing Agreement	21,802	22,750	22,699	23,365	24,068	24,809	25,260
National Partnership Agreement on Homelessness [b]	14,544	14,970	14,970	14,970	14,970	-	-
National Partnership Agreement on Pay Equity	-	-	484	5,000	-	-	-
Other	112	-	165	-	-	-	-
Provision of Services to the Commonwealth in Respect of Indian Ocean Territories	318	319	346	346	346	346	346
Unaccompanied Humanitarian Minor	29	40	25	25	25	25	25
Western Australian Natural Disaster Relief and Recovery Arrangement	318	-	-	-	-	-	-
Sale of Goods and Services							
Adoption Fees	35	74	43	45	45	45	45
Working with Children Screening Fees	4,321	6,409	6,303	6,523	6,588	6,654	6,721
Other	19	23	4	3	3	3	3
GST Receipts							
GST Input Credits	27,311	21,964	26,306	23,369	23,880	23,876	23,775
GST Receipts on Sale	3,634	501	651	670	670	671	671
Other Receipts							
Other	3,446	1,177	1,261	1,182	740	740	740
TOTAL	75,889	68,227	73,257	75,498	71,335	57,169	57,586

(a) The moneys received and retained are to be applied to the Department's services as specified in the Budget Statements.
(b) Commonwealth funding from 2015-16 is subject to a new Commonwealth-State Agreement.

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Aboriginal Affairs	1	297
Agriculture and Food	2	545
Animal Resources Authority	1	149
Attorney General	2	437
Botanic Gardens and Parks Authority	2	665
Bunbury Water Corporation	2	768
Burswood Park Board	2	871
Busselton Water Corporation	2	769
Chemistry Centre (WA)	1	113
Child Protection and Family Support	1	418
Commerce	2	494
Commissioner for Children and Young People	2	475
Commissioner for Equal Opportunity	2	461
Commissioner of Main Roads	2	809
Corrective Services	2	729
Corruption and Crime Commission	2	452
Country High School Hostels Authority	1	290
Culture and the Arts	1	341
Disability Services Commission	1	406
Economic Regulation Authority	2	596
Education	1	257
Education Services	1	271
Electricity Sector Provisions	2	620
Environment Regulation	2	654
Finance	2	517
Fire and Emergency Services	2	713
Fisheries	2	565
Forest Products Commission	2	790
Fremantle Port Authority	2	838
Gascoyne Development Commission	1	171
Gold Corporation	1	88
Goldfields-Esperance Development Commission	1	177
Governor's Establishment	1	89
Great Southern Development Commission	1	184
Heritage Council of Western Australia	2	688
Horizon Power	2	612
Housing Authority	2	847
Independent Market Operator	2	611
Insurance Commission of Western Australia	2	603
Keystart Housing Scheme Trust	2	860
Kimberley Development Commission	1	191
Kimberley Ports Authority	2	840
Lands	1	234
Legal Aid Commission of Western Australia	2	493
Legislative Assembly	1	45
Legislative Council	1	39
Local Government and Communities	2	623
Lotteries Commission	1	95
Mental Health Commission	1	393
Metropolitan Cemeteries Board	2	637
Metropolitan Redevelopment Authority	1	330
Mid West Development Commission	2	197
Mid West Ports Authority	1	841
Mines and Petroleum	2	531
National Trust of Australia (WA)	2	703
Office of the Auditor General	2	604
Office of the Director of Public Prosecutions	2	467
Office of the Environmental Protection Authority	2	672
Office of the Information Commissioner	2	481
Office of the Inspector of Custodial Services	2	739
Parks and Wildlife	2	641
Parliament	1	37
Parliamentary Commissioner for Administrative Investigations	1	56
Parliamentary Inspector of the Corruption and Crime Commission	2	487
Parliamentary Services	1	50
Peel Development Commission	1	205
Perth Market Authority	2	564
Pilbara Development Commission	1	212
Pilbara Ports Authority	2	842
Planning	1	317
Premier and Cabinet	1	65
Public Sector Commission	1	78
Public Transport Authority of Western Australia	2	825
Racing and Wagering Western Australia	2	869
Racing, Gaming and Liquor	2	861
Regional Development	1	161
Registrar, Western Australian Industrial Relations Commission	2	508
Rottnest Island Authority	1	158
Royalties for Regions - Regional and State-wide Initiatives	1	170
Rural Business Development Corporation	2	556
Salaries and Allowances Tribunal	1	97
School Curriculum and Standards Authority	1	281
Small Business Development Corporation	2	745
Southern Ports Authority	2	844
South West Development Commission	1	220
Sport and Recreation	2	770
State Development	1	103
State Emergency Management Committee Secretariat	2	723
State Heritage Office	2	695
State Training Providers	1	389
Synergy	2	614
Training and Workforce Development	1	375
Transport	2	793
Treasury	2	579
WA Health	1	123
Water	2	755
Water Corporation	2	766
Western Australia Health Promotion Foundation	1	148
Western Australia Police	1	363
Western Australian Electoral Commission	1	307
Western Australian Greyhound Racing Association	2	870
Western Australian Institute of Sport	2	789
Western Australian Land Authority	1	244
Western Australian Land Information Authority	1	245
Western Australian Meat Industry Authority	2	563
Western Australian Planning Commission	1	331
Western Australian Sports Centre Trust	2	781
Western Australian Tourism Commission	1	150
Western Australian Treasury Corporation	2	610
Western Power Networks	2	616
Western Power Provisions	2	618
Wheatbelt Development Commission	1	226
WorkCover WA Authority	2	514
Zoological Parks Authority	2	680